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## GENERAL GOVERNMENT

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## General Government

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### Activity Overview

The General Government section of the Budget includes most of the General Fund, PILT and other funds controlled by departments in the General Fund (i.e. Clerk & Recorder responsible for Records Preservations / Planning responsible for Planning Board & Zoning funds).

The largest fund within this grouping is the County General Fund. The General Fund supports 16 departments comprising the administrative activities of the county. These departments include County Commission, Clerk & Recorder (Recording, Elections and Accounting activities), Treasurer (Property Tax Collection, Motor Vehicle and Delinquent Tax Collections activities), Auditor, County Administrator, Information Services, Attorney, Justice Courts, Human Resources, Finance Office, Grant Administration, Geographic Information Services, Clerk of District Court (Clerk and Public Administrator) Superintendent of Schools, Planning, and Miscellaneous.

Working Capital/Fund Balance (Cash) is being used to fund \$6,139,533 in expenses. Working Capital will be used for:

• General Fund	\$2,329,275
o One Time Agreements	\$850,000
o Capital Expenditures	302,551
o Misc. Gen. Expenses	511,988
• Records Preservation	772,661
• PILT	1,165,453
• Capital Reserves/outlay	1,144,359
• Liability Insurance Deductible	209,000
• Employee Health Insurance	380,000
• Central Communications Res.	119,000

Revenues are projected to be \$9,161,762 and Expenses are set at \$15,301,296. A major component of General Government is the County's General Fund. Included in the General Fund is \$185,000 in contingency available for all county operating departments and funds. As we all know it is impossible to predict what will transpire over the next year and the contingency is the county's only method to immediately address problems. Also included in the General Fund is \$50,000 for Consulting services for the CIP Master Plan. The General Government

Operating Reserves are set at \$973,734 approximately 8.00%. This reserve is used to pay bills for the period between tax collections (June to November and December to May). Without adequate reserves the county would have to borrow money, with interest costs reducing levels of services.

The FY 08 Final Budget completes the elimination of the District Court Fund. All activities not assumed by the state are reported in the County General Fund. Those activities taken over by the state include District Court Departments 1, 2 and 3, Juvenile Probation and Public Defenders.

Several positions were funded for part of the FY 07 year. Those positions are funded for all of FY 08. In addition, the County Commission approved the following Full Time Equivalents (FTE) for General Government Activities:

- o County Auditor – ½ FTE Accountant;
  - o Clerk & Recorder – ½ FTE Accountant;
  - o County Attorney – Chief Civil Attorney;
  - o Grants – ½ FTE Admin. Support;
  - o Treasurer – ½ FTE Motor Vehicle Clk.
  - o Parity funded for Deputy County Attorney employees;
  - o Funding of a 3% increase in Elected Official and a 3.4% Classified Employee wages, plus the possibility of an additional 2% for merit wage adjustments.
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## GENERAL GOVERNMENT

### General Government

The following table shows the FY 08 Final Operating Approved Expenditures (Budget), Cash Reserve, Cash, Non-Tax Revenue, Taxes and Millage needed to generate tax revenues.

<b>COUNTY OF GALLATIN</b> <b>GENERAL GOVERNMENT FUND ACTIVITY RECAP</b> <b>FY 2008 FINAL OPERATING AND CAPITAL BUDGET</b>										
Description	Budget	Cash Reserved	Res. %	Total Requirement	Cash	Non-Tax Revenues	Taxes	Mill Value	FY 2008 Mills	FY 2007 Mills
<b>General Government</b>										
General	9,235,406	978,152	10.59%	10,213,558	3,300,704	5,115,016	1,797,839	196,866	9.13	7.98
Planning and Zoning	253,305	-	0.00%	253,305	35,507	6,400	211,398	Various	-	-
Records Preservation	954,977	-	0.00%	954,977	772,661	182,316	-	-	-	-
Land Information	88,210	-	0.00%	88,210	76,889	11,321	-	-	-	-
County Land Planning	6,670	-	0.00%	6,670	6,670	-	-	-	-	-
P.I.L.T.	1,121,129	45,229	4.03%	1,166,358	1,165,453	905	-	-	-	-
County Capital Projects	1,126,223	36,612	0.00%	1,162,835	1,144,239	-	18,597	196,866	0.10	-
Central Communications	311,897	-	0.00%	311,897	119,757	192,140	-	-	-	-
Employee Health Ins.	1,463,005	338,659	0.00%	1,801,664	725,019	729,468	347,177	196,866	1.76	-
Copier Revolving	60,865	17,064	28.04%	77,929	57,836	20,093	-	-	-	-
Liability Insurance Fund	665,775	69,532	10.44%	735,307	209,532	525,775	-	-	-	-
County Incentive Fund	5,170	-	0.00%	5,170	3,712	1,458	-	-	-	-
<b>TOTAL GENERAL GOVT.</b>	<b>15,292,632</b>	<b>1,485,248</b>	<b>9.71%</b>	<b>16,777,880</b>	<b>7,617,978</b>	<b>6,784,892</b>	<b>2,375,011</b>			

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General Government activities comprises:

- 15.93% of the Approved Budget;
- 17.94% of Cash;
- 19.67% of Non-Tax Revenue; and,
- 8.68% of Taxes.

# GENERAL GOVERNMENT

## General Government

### Activity Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 8,126,996	\$ 7,611,239	\$ 6,978,715	\$ 6,449,439	\$ 6,640,995	6,709,256
Operations	3,565,041	4,145,830	\$ 4,601,253	2,294,566	4,753,969	5,272,463
Debt Service	37,555	562,691	\$ 417,017	59,580	59,580	403,805
Capital Outlay	1,729,370	3,423,061	\$ 735,606	8,690,551	734,599	2,907,108
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 13,458,962</b>	<b>\$ 15,742,821</b>	<b>\$ 12,732,591</b>	<b>\$ 17,494,136</b>	<b>\$ 12,189,143</b>	<b>\$ 15,292,632</b>

#### Budget by Fund Group

General Fund	\$ 5,724,151	\$ 9,240,508	\$ 9,232,213	\$ 9,094,136	\$ 9,075,306	\$ 9,235,406
Special Revenue Funds	6,347,120	3,500,378	3,500,378	-	2,354,479	2,424,291
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	535,206	1,074,855	347,196	8,400,000	437,048	1,126,223
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	852,485	1,919,199	2,276,757	-	317,140	2,501,542
Trust & Agency Funds	-	7,881	351,553	-	5,170	5,170
<b>Total</b>	<b>\$ 13,458,962</b>	<b>\$ 15,742,821</b>	<b>\$ 15,708,097</b>	<b>\$ 17,494,136</b>	<b>\$ 12,189,143</b>	<b>\$ 15,292,632</b>

#### Funding Sources

Tax Revenues	\$ 2,925,576	\$ 2,156,988	\$ 2,152,230	\$ 2,396,943	\$ 1,670,084	\$ 2,375,011
Non-Tax Revenues	9,998,180	7,284,245	7,268,178	8,094,583	5,639,949	6,784,892
Cash Reappropriated	535,206	6,301,587	6,287,688	7,002,610	4,879,110	6,132,729
<b>Total</b>	<b>\$ 13,458,962</b>	<b>\$ 15,742,820</b>	<b>\$ 15,708,097</b>	<b>\$ 17,494,136</b>	<b>\$ 12,189,143</b>	<b>\$ 15,292,632</b>

### Activity Personnel Summary:

#### Personnel Summary

No	FT/PT	Title	FTE
1	11	Elected Officials	11.00
2	10	Department Heads	8.00
3	35	Professional Staff	29.96
4	25	Para Professional Staff	21.00
5	56	Support Staff	53.35
Total Program FTE			123.31

### Clerk of District Court

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#### Department Overview

The Clerk of District Court is an elected office, serving a four-year term. The Clerk is responsible for the data input of legal filings and the attending and taking of minutes for all Court hearings for the three District Courts. FY 07 sees the full effects of the increase in the number of courts from two to three effective on January 1, 2006.

The District Court receives documents from the two lower Courts on appeals or transfers because of money amounts asked for or because of the restrictions placed on the lower Courts as to the kind of cases that may be heard. The Clerk of District Court is responsible for all statutory requirements associated with case filings and has to be knowledgeable with Montana laws.

The Clerk of District Court is specifically required by law to sign orders in probate cases, judgments in civil cases and to issue bench warrants, summons, and subpoenas. The Clerk of District Court is also appointed as the Jury Commissioner to summon Jurors and to pay the costs for Jurors, as well as for all witnesses that qualify for Criminal Trials. The Clerk of District Court issues Marriage Licenses along with Genealogy research, Child Support collection, maintenance and property settlement monies, Criminal Bail Bonds, fines and restitution payments, receives and invests monies tendered into Court in Civil Law Suits.

For FY 08 the Clerk of District Court requested four positions be upgraded with increased responsibility associated with attendance at court and other courtroom duties. The County Commission approved the request based on the schedule provided by the Elected Official.

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#### Department Goals

- To provide outstanding, dedicated professional legal assistance to the Public, District Court Judges, attorneys, victims and perpetrator.
  - Maintain accurate and easily accessible records.
  - Be the link between the public and the Judges.
  - Provide professional and courteous access to the courts.
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#### Recent Accomplishments

- Office divided into specific areas of knowledge to increase expertise and accountability;
- Instituted system of peer review reducing the number of errors.
- Developed process to maintain effectiveness and increased efficiency to deal with an increase of 848 cases filed between 2000 and 2006.
- Support an increase of 15,296 documents processed from 2000 to 2006.
- Files have been reviewed and 'old discovery' has been disposed of, with new discovery being processed when received.
- Records have been organized and databases created, updated and maintained for office.

## GENERAL GOVERNMENT

### Clerk of District Court

#### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	494,185	\$ 606,497	\$ 514,251	\$ 598,938	\$ 633,534	\$ 633,158
Operations	108,812	170,661	70,794	98,264	96,264	96,264
Jury Service	-	-	54,684	59,580	59,580	59,580
Capital Outlay	4,000	-	-	7,430	7,430	7,430
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 568,636</b>	<b>\$ 777,158</b>	<b>\$ 639,729</b>	<b>\$ 764,212</b>	<b>\$ 796,808</b>	<b>\$ 796,432</b>

#### Budget by Fund Group

General Fund	\$ -	\$ 777,158	\$ 639,729	\$ 764,212	\$ 796,808	\$ 796,432
Special Revenue Funds	568,636	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 568,636</b>	<b>\$ 777,158</b>	<b>\$ 639,729</b>	<b>\$ 764,212</b>	<b>\$ 796,808</b>	<b>\$ 796,432</b>

#### Funding Sources

Tax Revenues	\$ 383,904	\$ 183,469	\$ 183,469	\$ 180,413	\$ 188,108	\$ 266,069
Non-Tax Revenues	81,505	84,337	91,695	90,198	84,522	265,525
Cash Reappropriated	103,227	509,352	364,565	493,601	524,178	264,838
<b>Total</b>	<b>\$ 568,636</b>	<b>\$ 777,158</b>	<b>\$ 639,729</b>	<b>\$ 764,212</b>	<b>\$ 796,808</b>	<b>\$ 796,432</b>

#### Department Personnel

##### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Clerk of District Court	1.00
1	Full-Time	Management Supervisor	1.00
1	Full-Time	Dist. Crt Clk II/Acctg Clk III	1.00
10	Full-Time	District Court Clerk I	10.00
1	Full-Time	File Clerk	1.00
1	Full-Time	Training Supervisor	1.00
Total Program FTE			15.00

## Clerk of District Court

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### 2008 Budget Highlights

#### Personnel

- Four employees have been upgraded, with Courtroom duties being assigned to their jobs.

#### Operations

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#### Capital

- Capital Outlay - Digital Microfilm Scanner - \$7,430

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Clerk of District Court is striving to fulfill those goals.

#### Exceptional Customer Service

- Customers receive kind and respectful service – 95% satisfaction – based on Comment card responses.
- Accurate information provided – Complete procedures manual
- Documents and requests processed in a timely and efficient manner – Written priority system completed and provided to employees.
- Court documents promptly transferred to recipients – 75% of documentation transmitted electronically.

#### Be Model for Excellence in Government

- Use best practices from throughout the state – contact other offices – implement three-year plan.
- Error free documents – 100% free of errors – errors tracked by type, employee and percentage.
- Technological upgrades – Research current and forthcoming systems.

#### Improve Communications

- Open electronic communication established – 100% information transferred where interest exists.
- Awareness of customer and employee satisfaction – Suggestion box – review of suggestions.
- Proactive planning for future space and staff needs – Information and requests received from Employees in December for inclusion in budget.

#### To be the Employer of Choice

- Two way responsive communication – Employee satisfaction survey – low employee turnover.
- Positive atmosphere – employee evaluations completed annually.
- Learning Opportunities – Improve employee knowledge and growth.



## Clerk of District Court

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Track processing times	2-3 days	1-2 days	1-2 days	1-2 days
2 . Number of case filings(Jan-Dec courts)	3,124	3,276	3,362	3,481
3 . Track comments/suggestions		38	40	40
4 . Number of documents precessed (Jan-Dec courts)	48,275	50,677	51,557	53,198

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Suggestions implemented within 2 weeks		90%	90%	90%
2 . Technology upgrades-GJCMS/ACCESS		100%	100%	100%
3 . Computerized procedure manual implemented		50%	50%	100%
4 . Employee training sessions-per employee		24 hrs	24 hrs	24 hrs
5 . Ongoing in-house training-per employee		24 hrs	48 hrs	48 hrs
6 . Error validation		90%	95%	95%
7 . Employee Turn-over rate				

## Comments

## County Commission

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### Department Overview

The County Commission is the Chief Executive and Legislative branch for Gallatin County. The Commission consists of three elected commissioners. A commissioner is required to live within a commission district, but all commissioners are elected at large. Commissioners are elected to six-year terms. In January of each year members of the County Commission elect a chairman of the board. The Chairman is responsible for conducting public meetings in compliance with state law.

The County Commission is responsible for County Policies, subdivision review, resolutions, zoning, County budget, setting levies for County funds, fire districts, setting of fees for fire service areas, rural improvement districts, bond funds and other special districts, and appointing 210 (plus) residents to more than 34 boards and commissions.

The Budget that follows includes expenses authorized in the Payment In Lieu of Taxes (PILT) Fund. These expenses are for special professional services including unanticipated legal services, ongoing detention center contract with David Bennett; and emergency repairs to communication system if needed.

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### Department Goals

- Develop a decision making process that balances the County's statutory obligations and responsibilities with community needs.
- Enhance Public Safety and the Criminal Justice System through funding of staff, calling for bond election on Detention Center.
- Adhere to County Mission, Vision, and Goals when making decisions.
- Follow the Commission Budget Goals, Objectives, and Parameters established in FY 06 when allocating resources.
- Priority – public health, safety and welfare.
- Priorities based on legal requirements and/or documented demand by public, consistent with County and Departmental Performance Measurements.
- Improve and enhance the efficiency, effectiveness and productivity of every County function through budget administration and performance management.
- Maintain the FY 05 Criminal Justice System enhancements.
- Improve and maintain County infrastructure.

- Keep budget structurally balanced by maintaining current operation reserve percentages.
  - Commitment to Employee Retention through funding of needed wage and benefit costs.
  - Commitment to Implementing Growth Policy
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### Recent Accomplishments

- Held 15+ Growth Policy outreach work sessions around the County.
- Negotiated county-wide Interlocal Agreement on I-90 Interchange.
- Opened 3<sup>rd</sup> District Court Facility.
- Began televising Public meetings with Bresnan.
- Passage of 911 Mill Levy.
- Completion of Manhattan Trail and Gateway Tunnel.
- Participated in 2<sup>nd</sup> Annual Weed Summit.
- Hired new County Administrator, Planning Director, and Landfill Manager.
- Weekly radio program (KMMS) and Weekly agenda spotlight on KBOZ talk radio.
- Entered into Interlocal Agreement with City of Bozeman and Solid Waste Management District.
- Continued meetings with City of Bozeman to enhance and further positive communication.
- Hosted Montana Association of Counties Annual Convention.
- Hired Durrant Group consultants to further study on the site needs for a new Detention Center.
- Initiated quarterly meetings with West Yellowstone Town Council.
- Voted to approve 3880 acres of conservation easements and parks.
- Designed and Introduced "mini" Interchange from Amsterdam to I90.
- Agreed to initiate program to make pavement out of recycled shingles.
- Participated in mass transit startup.
- Approved 3685 preliminary subdivision lots and 1055 final subdivision lots.
- Prepared new impact fee policy.
- Resolved Bear Canyon motorized access issue.
- Initiated internet access of public meetings.
- Assisted Hyalite successful winter access solution.
- Assisted Yellowstone Park Winter Use solution.
- Adopted Four Corners & Gooch Hill neighborhood plans.
- Initiated repairs, upgrades and health & safety improvements to Law & Justice Center.

Age Group	Percentage of Respondents
18-29	85%
30-49	80%
50-69	75%
70+	70%

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Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 312,621	\$ 336,797	\$ 313,544	\$ 328,482	\$ 346,567	\$ 342,489
Operations	71,705	170,073	84,177	159,707	145,350	145,350
Debt Service	-	-	-	-	-	-
Capital Outlay	1,971	31,090	8,987	2,000	13,000	13,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 386,297</b>	<b>\$ 537,960</b>	<b>\$ 406,708</b>	<b>\$ 490,189</b>	<b>\$ 504,917</b>	<b>\$ 500,839</b>

General Fund	\$ 374,593	\$ 457,960	\$ 390,506	\$ 424,189	\$ 438,917	\$ 434,839
Special Revenue Funds	11,704	80,000	16,202	66,000	66,000	66,000
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 386,297</b>	<b>\$ 537,960</b>	<b>\$ 406,708</b>	<b>\$ 490,189</b>	<b>\$ 504,917</b>	<b>\$ 500,839</b>

Tax Revenues	\$ 130,947	\$ 137,679	\$ 136,302	\$ 143,841	\$ 143,841	\$ 141,222
Non-Tax Revenues	130,122	158,457	158,457	163,211	163,211	145,250
Cash Reappropriated	125,227	241,824	111,949	183,137	197,865	214,367
<b>Total</b>	<b>\$ 386,297</b>	<b>\$ 537,960</b>	<b>\$ 406,708</b>	<b>\$ 490,189</b>	<b>\$ 504,917</b>	<b>\$ 500,839</b>

## Personnel Summary

No	FT/PT	Title	FTE
3	Full-Time	County Commissioners	3.00
2	Full-Time	Support Staff	2.00
Total Program FTE			5.00

## County Commission

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### 2008 Budget Highlights

#### Personnel

- Executive Assistant upgraded for increased responsibilities and duties

#### Operations

- Reduction in operations budget by \$25,000

#### Capital

- |                                    |          |
|------------------------------------|----------|
| • Computer Replacement             | \$ 2,000 |
| • Copier Reserve/ Replacement PILT | \$11,000 |

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Commission is striving to fulfill those goals.

#### Exceptional Customer Service

- Commission Minutes available through internet.
- Improve meeting notifications where appropriate and possible.
- Maintain open door policy towards constituents.
- Agendas provided 48 hours in advance for all County Commission and Board Meetings

#### Be Model for Excellence in Government

- Maintain commitment to voice / data systems through funding of yearly computer and communications needs.
- Provide streamline audio of Public Meetings on County website.

#### Improve Communications

- Prompt Response to all phone, email, fax, and mail correspondence and requests.
- Encourage continued work sessions with other government agencies.

#### To be the Employer of Choice

- Continue to seek out ways to enhance our performance based pay system through salary surveys and discussions with HR professionals and staff.

## County Commission

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Attendance @ Individual Commissioner Meetings	450	487	417	475
2 . Public Meetings	76	90	88	95
3 . Quorum Required Meetings	379	451	603	720
4 . Number of Agenda Items on Public Meeting Agendas	781	936	934	950
5 . Number of Boards, Committees, Task Force's, etc.	36	40	42	44

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Increase Public Awareness of County Government (press releases, increased advertising, webcasting)				
2 . Meet Public Demand for Prompter Service (increase in number of public meetings held)				
3 . Scheduling - Accommodate Time Effective Meetings for Public				

## Comments

## Compliance Office

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### Department Overview

The Compliance Department was created in November 2003, and promotes the health, safety, and welfare of Gallatin County residents through the administration and enforcement of Gallatin County Codes. The Department supports the Planning, Road and Bridge, and Environmental Health Departments, the Attorney's Office, and Park Commission.

In FY 07, the Code Compliance Specialist

- Continued to provide information to landowners in Hebgen Lake Estates regarding an ongoing MT Dept. of Environmental Quality water quality violation.
- Testified before the State Legislature regarding the need for standardized enforcement procedures and penalties for zoning violations.
- Provided compliance information to the public regarding county regulations.
- Participated in seven hearings before the Planning & Zoning Commission, County Commission, or Board of Adjustment. Of the seven hearings, five were appeals, one was an interpretation of use, and one hearing was a fine assessment for a zoning violation.
- Continued to investigate complaints and achieve compliance on violations.

The Compliance Department is committed to fulfilling the enforcement needs of the county with respect to all areas that are currently under its purview.

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### Department Goals

- Consistently administer countywide enforcement.
  - Create incentives for compliance.
  - Increase efficiency by improving communication and coordination between departments and agencies.
  - Provide information to the public that promotes compliance with County regulations and ordinances.
  - Continue professional development to effectively enforce County laws, regulations and ordinances.
  - Provide enforcement support to other county departments.
  - Short-Term goal to develop comprehensive enforcement programs for the enforcement areas mentioned previously.
  - Long-Term goal to expand scope and mission, and develop enforcement programs as needed.
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### Recent Accomplishments

- Review approximately one new complaint per week.
- Of all the FY 2007 complaints, approximately 61% were alleged zoning violations, with the most complaints received in the Gallatin Canyon / Big Sky Zoning District (48%).
- Since inception of the position, 78% of the Code Compliance Specialist's decisions were affirmed upon appeal to the Planning & Zoning Commission, County Commission, or Board of Adjustment.
- For FY 2007, 100% of the Code Compliance Specialist's decisions were affirmed upon appeal to the Planning & Zoning Commission, County Commission, or Board of Adjustment (as of May 31, 2007).

# GENERAL GOVERNMENT

## Compliance Office

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 52,256	\$ 63,137	\$ 62,159	\$ 68,876	\$ 72,600	\$ 72,600
Operations	10,613	12,339	9,498	11,657	11,657	11,657
Debt Service	-	-	-	-	-	-
Capital Outlay	-	-	424	2,000	2,000	2,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 62,869</b>	<b>\$ 75,476</b>	<b>\$ 72,081</b>	<b>\$ 82,533</b>	<b>\$ 86,257</b>	<b>\$ 86,257</b>

### Budget by Fund Group

General Fund	\$ 59,318	\$ 75,476	\$ 72,081	\$ 82,533	\$ 86,257	\$ 86,257
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 59,318</b>	<b>\$ 75,476</b>	<b>\$ 72,081</b>	<b>\$ 82,533</b>	<b>\$ 86,257</b>	<b>\$ 86,257</b>

### Funding Sources

Tax Revenues	\$ 24,527	\$ 26,071	\$ 24,898	\$ 28,508	\$ 28,508	\$ 30,348
Non-Tax Revenues	23,201	24,546	24,546	-	24,546	25,701
Cash Reappropriated	11,590	24,860	22,637	54,025	33,204	30,208
<b>Total</b>	<b>\$ 59,318</b>	<b>\$ 75,476</b>	<b>\$ 72,081</b>	<b>\$ 82,533</b>	<b>\$ 86,257</b>	<b>\$ 86,257</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Compliance Specialist	1.00
1	Full-Time	Receptionist - Shared - Court Srv.	0.10
Total Program FTE			1.10

## Compliance Office

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### 2008 Budget Highlights

#### Personnel

- Reduced Receptionist from .25 to .10 FTE with Court Services increasing from .75 to .90 FTE

#### Operations

- Reduction to accurately reflect historic expenses.

#### Capital

- \$2,000 Computer replacement

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Compliance Department is striving to fulfill those goals.

#### Exceptional Customer Service

- Work products and activities are consistent with job-specific procedures, methods, and concepts. Advice and services provided are timely, technically sound, and in accordance with established laws, regulations, policies, and ethical standards.
- Enforcement recommendations are fully supported with statutory elements of proof documented in the project file, staff report, and fine calculations.
- Development of cases occurs in an accurate, thorough, and timely fashion, and is coordinated with the County Attorney's office and other departments as necessary.
- Quality of work products resulting from project reviews reflects the effective application of technical skills. Major revisions to work products are rarely necessary. Public presentations are conducted in a professional manner.
- Effectively advises property owners and the public on compliance with appropriate regulations. Interact with difficult customers in a professional manner.
- Maintains database to effectively record and track alleged violations. Project files are kept organized and up-to-date.

#### Be Model for Excellence in Government

- Manages operations within budget and exercises good judgment in optimizing the use of County resources.
- Promotes and models honesty, fairness, and equity in all aspects of professional life.
- Maintains a substantial workload effectively as well as operating efficiently, effectively, and delivering results in a timely manner.

#### Improve Communications

- Speaks and writes clearly so that the information is conveyed in an effective manner.
- Works as a team to assure productivity and enhance performance.
- Maintain positive relationships and decorum with stakeholders despite the challenging demands involved with enforcement actions.
- Communicates honestly and openly. Creates an environment that promotes the active sharing of information and ideas.
- Responsive to feedback from customers and peers to improve personal and organizational effectiveness.



## Compliance Office

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual 2005	Actual 2006	Actual 2007	Projected 2008
1 . Public phone calls / walk-ins per year	500	800	1,200	1,200
2 . Status reports	bi-monthly	bi-monthly	bi-monthly	bi-monthly
3 . Violations database updated weekly.	bi-weekly	bi-weekly	daily	daily
4 . Investigations/work products completed on time.	85%	80%	85%	85%
5 . # Complaints per year	35	50	52	52
6 . # of decisions appealed per year	2	2	5	6
7 . # of public hearings per year (interp of use, fines, etc)	3	2	7	8
8 . # of cases appealed to district court	-	-	2	2

## Performance Measures

Measure	Actual 2005	Actual 2006	Actual 2007	Projected 2008
1 . Respond to 90% of public inquiries within 3 business days.	93%	90%	90%	90%
2 . Provide monthly Compliance status reports.	monthly	monthly	bi-monthly	bi-monthly
3 . Update violations database weekly.	weekly	monthly	weekly	daily
4 . Written products on time (reports, fine calculations etc.)	100%	100%	100%	100%
5 . Conduct investigations within 10 bus. days of complaint/dea	90%	85%	80%	85%
6 . Contact alleged violators within 5 bus. days of investigation.	90%	85%	90%	90%

## Commentary

## District Court – Non State Assumed

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### Department Overview

The District Court Fund was eliminated in FY 2007. The state has assumed the District Court, Public Defenders and Juvenile Probation departments.

The provisions of state Assumption requires the county to provide space for the District Court Department's Number 1, 2 and 3 and for Juvenile Probation. The Public Defenders Office assumption does not require the county to provide space, however the County is required to pay the full cost of termination for employees, ½ of which is funded in FY 07 with the balance funded in FY 08.

With the elimination of the District Court Fund all costs not assumed by the State of Montana are shown in the General Fund.

The funding in the General Fund pays for the cost of Public Defender pay outs, along with District Court and Juvenile Probation space costs. These are the costs included in the \$170,000 funded for FY 08.

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### Department Goals

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### Recent Accomplishments

# GENERAL GOVERNMENT

## District Court – Non State Assumed

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Year End Est.	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	580,066	25,571	27,272	-	-	-
Operations	302,891	1,087,162	927,452	170,700	170,700	170,700
Debt Service	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 883,333</b>	<b>\$ 1,112,733</b>	<b>\$ 954,724</b>	<b>\$ 170,700</b>	<b>\$ 170,700</b>	<b>\$ 170,700</b>

### Budget by Fund Group

General Fund	\$ -	\$ 229,400	\$ 71,391	\$ 170,700	\$ 170,700	\$ 170,700
Special Revenue Funds	883,333	883,333	883,333	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 883,333</b>	<b>\$ 1,112,733</b>	<b>\$ 954,724</b>	<b>\$ 170,700</b>	<b>\$ 170,700</b>	<b>\$ 170,700</b>

### Funding Sources

Tax Revenues	\$ 432,227	\$ 160,900	\$ 2,891	\$ 102,200	\$ 102,200	\$ 58,111
Non-Tax Revenues	296,183	68,500	68,500	68,500	68,500	51,538
Cash Reappropriated	154,923	883,333	883,333	-	-	61,051
<b>Total</b>	<b>\$ 883,333</b>	<b>\$ 1,112,733</b>	<b>\$ 954,724</b>	<b>\$ 170,700</b>	<b>\$ 170,700</b>	<b>\$ 170,700</b>

Cost shown in Personnel are for accumulated ¼ Sick, and full annual leave for Public Defender employees. This amount will be paid to the state of Montana as required under State Assumption laws.

## Finance Office

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### Department Overview

The Finance Office provides professional financial services to the Public, County Commission, and Elected Officials, Department Heads and Employees of Gallatin County. The office is responsible directly to the County Commission.

The Finance Office supports the County Commission in receiving budget requests, analyzing revenue capacity, analyzing departmental requests, and plan, coordinate, and track effects of decisions during Budget meetings. The department is responsible for the Budget Document, monthly and quarterly reports on revenues, expenses and variations to the budget; prepares the annual mid-year budget analysis; prepares Financial Report and Trend Analysis Report, calculates future year revenues and expenses for use in estimating funds available for future Budgets; prepares reports and gives financial recommendations, facilitates committees as appointed by the Commission and coordinates counties response to legislative bills.

The Office will submit the FY 08 Budget to the Government Finance Officer's Association for consideration for Certificate of Excellence. This will be the third time the County has submit a budget.

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### Department Goals

- To develop a budget document that is clear, concise and easy to read by the general public.
- Develop & use sound financial & management & "best" practices.
- To educate elected officials and department heads on fiscal and financial activities.
- To be referred to as the best county in the state from a fiscal and financial perspective.
- To discuss, design, review and implement full Performance Budgeting for all major departments tied to long- term needs and the CIP.

- To prepare and enhance information for sixth year Financial Trend and Analysis report including mid-year budget review.
  - To have open communication between finance office and customers.
  - To enhance Finance Office's ability to analyze budget requests, implement performance budgeting and maintain service levels to customers.
  - To develop a Long Term Financial Plan (expansion of fiscal trend analysis).
  - To assure efficient and effective management of the public's resources by providing quality financial services.
  - To provide knowledgeable and courteous customer service to all individuals who contact the Finance Office with questions or concerns.
- 

### Recent Accomplishments

- Received GFOA Distinguished Budget Award for second year.
- Implemented the county-wide performance measurement system.
- Provide Budget and Financial Analysis on the County Web Page.
- Budget Analyst Reviewer for GFOA Budget Certification Program.
- Developed Balanced Budget projected forward into FY 2009.
- Developed and coordinate Employee Survey to be released in FY 2008.
- Facilitated departments with entering budgets into system.

# GENERAL GOVERNMENT

## Finance Office

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	129,125	\$ 139,092	\$ 139,867	\$ 140,898	\$ 141,415	\$ 150,397
Operations	81,098	132,589	102,571	81,470	136,268	163,268
Debt Service	-	-	-	-	-	-
Capital Outlay	23,108	2,500	-	4,500	4,500	4,500
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 233,331</b>	<b>\$ 274,181</b>	<b>\$ 242,438</b>	<b>\$ 226,868</b>	<b>\$ 282,183</b>	<b>\$ 318,165</b>
<b>Budget by Fund Group</b>	<b>\$ -</b>					
General Fund	\$ 118,331	\$ 174,181	\$ 165,976	\$ 201,868	\$ 177,385	\$ 186,367
Special Revenue Funds	115,000	100,000	76,462	25,000	104,798	131,798
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 233,331</b>	<b>\$ 274,181</b>	<b>\$ 242,438</b>	<b>\$ 226,868</b>	<b>\$ 282,183</b>	<b>\$ 318,165</b>
<b>Funding Sources</b>						
Tax Revenues	\$ 48,119	\$ 46,608	\$ 41,212	\$ 38,565	\$ 14,082	\$ 53,699
Non-Tax Revenues	78,311	72,205	63,845	59,745	63,010	79,217
Cash Reappropriated	106,901	155,368	137,381	128,558	205,091	185,249
<b>Total</b>	<b>\$ 233,331</b>	<b>\$ 274,181</b>	<b>\$ 242,438</b>	<b>\$ 226,868</b>	<b>\$ 282,183</b>	<b>\$ 318,165</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Finance Director	1.00
1	Full-Time	Budget Coordinator	1.00
Total Program FTE			2.00

## Finance Office

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### 2008 Budget Highlights

#### Personnel

- No change in personnel.

#### Operations

- Operations includes PILT of \$52,000

#### Capital

- Printer Reserve \$2,500, Computer Replacement \$2,000 and PILT Equipment of \$79,798

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Finance Office is striving to fulfill those goals.

#### Exceptional Customer Service

- Respond to public inquiries within 4 hours, with answers available within 8 hours.
- Prepare a clear, concise and easy to read Budget Document.
- Provide Training on updated Software

#### Be Model for Excellence in Government

- Input solicited on legislative proposals.
- Referred to as the best county fiscal office in the state.
- Develop a long-term plan for operations and capital needs.

#### Improve Communications

- Educate the public, commission, employees, elected officials, department heads of the county on fiscal and financial activities.
- Develop and implement performance measurements, performance budgeting.
- Present financial condition of the county to all users.
- Continue to provide the public with access to County Budget on web site.

#### To be the Employer of Choice

- Maintain competitiveness in the market place.
- Train employees in Fiscal and Financial duties and responsibilities.

## Finance Office

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Public Meetings held on the budget	6	8	12	15
2 . Appearances on media (TV/radio) on budget	6	4	5	10
3 . Preliminary budget meetings held with departments	68	79	62	60
4 . Size of the county's budget	\$79 mil	\$81 mil	\$90 mil	\$93 Mil
5 . Number of funds	256	257	248	245
6 . Number of budgeted transfers	49	40	38	26
7 . Budget Amendments Presented	40	32	35	30

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Distinguished Budget Presentation Award	N/A	Received	Received	Apply
2 . County's Bond Rating	A	A	A	A+
3 . Financial Statements	Unqualified	Unqualified	Unqualified	Unqualified
4 . % of Resolutions Adopted without errors (100% goal)	N/A	60%	65%	75%

## Comments

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## Geographic Information System Office

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### Department Overview

The Gallatin County Geographic Information Systems (GIS) Department is responsible for coordinating and management of complete, timely and accurate geographic information system (GIS) data to support users of geographic data in effective decision making within Government. This allows users of the data to work smarter to meet the demands of a growing Gallatin County.

The Gallatin County GIS Department regularly assists County Departments and outside county affiliates in determining not only how GIS technology can address issues effecting existing workflows, but also what future opportunities it can provide, such as new public information services or analytical capabilities to manage growth and effectively provide the services residents expect.

In Gallatin County, GIS is being designed as viable computer-driven technology for helping coordinate spatial data and information. The word for the future is integration - integration of data, disciplines, networks, and user communities into a coherent and expansive GIS environment that is configurable and beneficial for all types of users.

GIS operates under the direction of the County Commission and is located on the third floor of the County Courthouse.

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### Department Goals

#### Increase accuracy of Public Safety Information

- County GPS/GIS Updates
- E911 and Fire Map Preparation

#### Increase the Accuracy of Land Records

- BLM GCDB Surveying Project
- Growth Policy and Zoning District Maps

#### Provide Value through Useful Map Products

- Counter Friendly Service
- Road Ownership Classification

#### Provide Web Based Tools to Customers

- Internet Map Server Applications
- SDE and Geo-database Design

#### Design Intelligent Mapping Applications

- General Map Viewer
- Proposed Development Viewer

#### GIS Cooperative Plans

- Identified Joint Department Projects
- 

### Recent Accomplishments

- Completion of established priority projects from priority list.
- Yearly and quarterly GPS/GIS and Emergency Service Zone updates.
- Updated master data layers into a Relational Database Model using SDE technology.
- Internet Map Server Development with custom mappers for Planning, Schools, and Environmental Health.
- 2007 Atlas, Fire Atlas and Individual pages available for Web download.
- GCDB control points collected for 16 townships.
- New database development for displaying recent growth over the Web.



## GENERAL GOVERNMENT

### Geographic Information System Office

#### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 146,204	\$ 218,872	\$ 224,745	\$ 228,106	\$ 241,311	\$ 244,899
Operations	30,733	93,790	84,612	84,506	76,391	76,391
Debt Service	-	-	-	-	-	-
Capital Outlay	2,200	9,415	-	2,500	10,615	10,615
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 179,137</b>	<b>\$ 322,077</b>	<b>\$ 309,357</b>	<b>\$ 315,112</b>	<b>\$ 328,317</b>	<b>\$ 331,905</b>

#### Budget by Fund Group

General Fund	\$ 179,137	\$ 322,077	\$ 309,357	\$ 315,112	\$ 328,317	\$ 331,905
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 179,137</b>	<b>\$ 322,077</b>	<b>\$ 309,357</b>	<b>\$ 315,112</b>	<b>\$ 328,317</b>	<b>\$ 331,905</b>

#### Funding Sources

Tax Revenues	\$ 77,560	\$ 139,447	\$ 138,053	\$ 136,878	\$ 144,447	\$ 94,334
Non-Tax Revenues	86,052	86,052	88,634	88,634	88,634	138,465
Cash Reappropriated	15,525	96,578	82,670	89,600	95,236	99,106
<b>Total</b>	<b>\$ 179,137</b>	<b>\$ 322,077</b>	<b>\$ 309,357</b>	<b>\$ 315,112</b>	<b>\$ 328,317</b>	<b>\$ 331,905</b>

#### Department Personnel

##### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	GIS Manager	1.00
1	Full-Time	GIS Analyst	1.00
1	Full-Time	GIS Technician	1.00
1	FT/Temp	GIS/Planning Technician	1.00
Total Program FTE			4.00

## Geographic Information System Office

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### 2008 Budget Highlights

#### Personnel

- Personnel remains consistent this year with one GIS/Planning Technician being funded through Planning and the Planning Board. Office assistance is being augmented by Court Services Workers when applicable and has proven to be very helpful. Office assistance is also being provided by the County Administrator's office. Public access to data provided by the GIS-developed web applications has greatly decreased the time needed to assist the public, while at the same time increasing public service.

#### Operations

- There are no increases in Operations for GIS in Fiscal Year 2008. Contractual obligations have been budgeted for and reserves are set aside for future purchases. GIS is looking at ways to decrease our software maintenance costs through the addition of applications using only web browser software.

#### Capital

- Computer Replacement - \$2,500 (high capacity)
- GPS/GIS Equipment and Plotter Reserves \$2,200 for a total reserve of \$8,115.

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals followed by the methods by which GIS is striving to fulfill those goals.

#### Equate Community Need with Budgetary Decisions

- Increase the Accuracy of Public Safety Information

#### Exceptional Customer Service

- Provide Counter Friendly Service to the Public
- Provide Value to the Customer Through Useful Map Products

#### Model for Excellence in Government

- Design Intelligent Mapping Applications
- Promote Safety and Security

#### Improve Communications

- Training
- Provide Web Based Tools to Customers

#### Adhere To Long-Term Plans

- Increase the Accuracy of Land Records in Gallatin County

## Geographic Information System Office

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Addressing Related	9	9	9	8
2 . Administrative/Operations and Meetings	26	23	22	22
3 . External Data & Map Requests	2	1	1	1
4 . Fire/911 Specific	21	8	10	3
5 . Grant Project Work	-	-	-	1
6 . Internal GIS Project Work	20	22	25	26
7 . Internal GIS Request for Service	2	10	10	13
8 . Training	1	4	4	4
9 . Web Development	6	10	9	2
10 . Public and Non-Allocated	13	13	10	20

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Timeliness and completeness of updates	95% goal	95% goal	95% goal	95% goal
2 . Usefulness of the data or application	High	High	High	High
3 . Number of items collected or changed	10%	10%	20%	25%
4 . Customer feedback	Positive	Positive	Positive	Positive
5 . Providing Useful Information to the Public	Positive	Increased	Exceptional	Exceptional
6 . Efficiency of the Database	N/A	N/A	N/A	Positive
7 . Reliability of the information	N/A	N/A	N/A	Exceptional

## Commentary

## Grant and Project Administration

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### Department Overview

The Grant and Project Administration Department coordinates Project Planning, Administration, Grant & Funding Research, Grant Writing and Proposal Development, Grant Award Contracts, Project Contracts, Project Management and reporting. Reporting includes reconciliation of grants and projects sponsored by Gallatin County. The department administers grants and projects for the County in a professional and timely manner consistent with County Policies and applicable regulations relevant to the funding source and activity type.

The Department is assigned the tasks of administrative planning, management of grants and projects, and procurement of Professional Services necessary for project design development and construction. The Department prepares Requests for Proposals, Requests for Statements Qualifications and / or Bid Solicitation Proposals and related Contractual documents in conjunction with engineers, architects, surveyors, contractors and consultants as appropriate.

The Department also administers the County's Economic Development Revolving Loan Program and coordinates Economic Development activities on behalf of the County Commissioners

The Department provides staff assistance to a variety of County appointed Committees and Boards including Solid Waste and Refuse Boards, CIP Committee, Detention Center Planning Committee, I-90 Interchange Committee, Public Transit Committee, Criminal Justice Coordination Council and Wastewater Planning.

For FY 08 the Grants Department will be working on the following grant activities, US Dept of Justice for the operations of the Re-Entry Facility, TSEP/DNRC/SRF funded project for the improvement of the Hebgen Lake Wastewater System, and MT Dept of Commerce, CDBG Program to improve the RAE Water and Sewer District water system.

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### Department Goals

- Completion of the Human Resources & GIS space remodel; Courthouse Annex Renovation Project; L & J Boiler Replacement Project; Carpet replacement at L & J; and Roof repair at the Courthouse and Law & Justice Center;
  - Construction of new Dispatch facility;
  - Construction of Road and Bridge Shop.
  - Facilitate the issuance of mail ballot for the Detention facility
  - Completion of the Hebgen Lake Estates Wastewater Project
  - Continue to receive funding for various law enforcement grants
  - Finish the Needs Assessment and possible design of a records storage building
  - Obtain funding from CDBG for RAE water system improvements
- 

### Recent Accomplishments

- Completion of the Manhattan Gallatin River Trail through CTEP funding.
- Completed the County Auditor and ITS space remodel
- Completion of the 3<sup>rd</sup> District Court Construction
- Completion of Cameron Bridge/Story Hill Bridge replacement through Treasure State Endowment Program
- Completion of the Law & Justice Center cooling tower replacement
- Guenther Memorial Building to Law & Justice Pedestrian path
- Grant applications for qualified CDBG/HOME Grants
- Received TSEP & DNRC funding for Hebgen Lake Estates Wastewater project
- Qualified for CDBG funding for RAE Water System improvements
- Contracts in place for Courthouse Annex renovation and Road & Bridge Shop design, bid and build

## GENERAL GOVERNMENT

### Grant and Project Administration

#### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 127,227	\$ 139,490	\$ 135,149	\$ 139,973	\$ 160,228	\$ 160,228
Operations	13,882	18,627	15,051	17,299	17,299	17,299
Debt Service	-	-	-	-	-	-
Capital Outlay	1,207,074	-	-	2,000	2,000	2,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,348,183</b>	<b>\$ 158,117</b>	<b>\$ 150,200</b>	<b>\$ 159,272</b>	<b>\$ 179,527</b>	<b>\$ 179,527</b>

#### Budget by Fund Group

General Fund	\$ 740,240	\$ 158,117	\$ 150,200	\$ 159,272	\$ 179,527	\$ 179,527
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	607,943	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,348,183</b>	<b>\$ 158,117</b>	<b>\$ 150,200</b>	<b>\$ 159,272</b>	<b>\$ 179,527</b>	<b>\$ 179,527</b>

#### Funding Sources

Tax Revenues	\$ 90,191	\$ 91,200	\$ 90,288	\$ 90,288	\$ 103,549	\$ 48,035
Non-Tax Revenues	642,943	43,000	22,300	43,000	43,000	83,679
Cash Reappropriated	615,049	23,917	37,612	25,984	32,978	47,813
<b>Total</b>	<b>\$ 1,348,183</b>	<b>\$ 158,117</b>	<b>\$ 150,200</b>	<b>\$ 159,272</b>	<b>\$ 179,527</b>	<b>\$ 179,527</b>

#### Department Personnel

##### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Grants Administrator	1.00
1	Full-Time	Accounting Clerk III	1.00
Total Program FTE			2.00

## Grant and Project Administration

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### 2008 Budget Highlights

#### Personnel

- 

#### Operations

- 

#### Capital

- Computer Replacement \$2,000

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which Grants & Projects Administration is striving to fulfill those goals.

#### Exceptional Customer Service

- Complete TSEP, CTEP and other projects on time and within budgets.
- Continue to respond to changing needs in a timely and efficient manner.

#### Be Model for Excellence in Government

- Include accruals in Grant Reconciliations.
- Supplement County Budgets with dedicated grant revenues.
- Full implementation of Indirect Cost Allocation policy.

#### Improve Communications

- Hold yearly meetings with departments receiving grants with grant process and procedures.
- Open and honest communication.

#### To be the Employer of Choice

- Maintain competitiveness in the market place.

## Grant and Project Administration

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Number of administered Grants	22	18	14	19
2 . Number of Projects	12	16	18	20
3 . Committee Involvement		5	5	5
4 . Administrative Planning activities		3	3	3

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Timely project completion				
2 . Satisfaction with local and state agencies with grant activities				
3 . Financial and programmatic reporting quality				
4 . Staff support to committees				
5 . Assisting committees to achieve their objectives				

## Comments

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## Human Resources

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### Department Overview

The Human Resource Department is responsible for the county's human resources, employee benefits and payroll functions. The department must adhere to pertinent federal and state laws, rules and regulations dealing with payroll, Human Rights, Civil Rights, Union Agreements, Health Benefits and Pensions. The Department maintains, interprets and modifies the County Personnel Policies.

Activities include ensuring compliance with federal and state laws, regulations and county policies encompassing management and general employment practices; review of current and requested staffing; human resource development; employee and labor relations; workplace health, safety and security; along with compensation and benefits -- including payroll processing.

Pay and benefit programs are administered for approximately 480 employees. The retirement and health benefits program are also extended to approximately 50 retirees at this time.

The department continues to provide necessary training for Elected Officials, Department Heads, Supervisors and County Employees relative to safety and health in the workplace, as well as complying with state and federal laws and County Personnel Policies. The office supports the needs of special district trustees that have employees or are contemplating having employees. The Human Resource Director is assigned the duty of compliance with the federally mandated Americans with Disability Act (ADA).

The Department will continue to focus on maintaining a high level of professionalism, with an understanding of the confidential nature of the office and the need to care for county employees in a nurturing and trustworthy manner.

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### Department Goals

- Developing a Manager's Handbook and create a checklist of Human Resources laws, rules, regulations and policies.
  - Continue education for HR staff on conduction of empathetic intervention and convey professionalism and appropriate confidentiality.
  - Research Market information for wage and benefits compensation.
  - Educate departments about the benefits of remembering and appreciation of employees.
  - Continue assisting departments with behavioral interviewing for new employees.
  - Support employees in a professional and courteous manner.
  - Assist users in creating a work environment that is conducive to providing the best possible services to the public, other government agencies and County departments.
  - Maintain a safe, productive, confidential work environment.
  - Maintain ADA compliance for County within available funding.
- 

### Recent Accomplishments

- Office seen as a helpful, impartial and confidential resource.
- Implemented web based communication, forms, rules, employee information and, job openings.
- Train Elected Officials, Department Heads and supervisors in recruiting employees with appropriate behavioral interactive skills and necessary expertise for positions and promotions.
- Conducted numerous wage surveys for various departments and positions and for union negotiation to insure competitive compensation for employees.
- Developed process to address conflict issues at the earliest possible time.
- County departments are ADA compliant.
- Developed turnover reports for analysis and recruit and retention purposes.



# GENERAL GOVERNMENT

## Human Resources

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	249,364	\$ 312,520	\$ 224,345	\$ 308,999	\$ 318,497	\$ 323,130
Operations	31,770	56,467	44,352	57,413	56,413	56,413
Debt Service	-	-	-	-	-	-
Capital Outlay	8,721	5,000	3,901	5,000	6,000	6,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 276,866</b>	<b>\$ 373,987</b>	<b>\$ 272,598</b>	<b>\$ 371,412</b>	<b>\$ 380,910</b>	<b>\$ 385,543</b>

### Budget by Fund Group

General Fund	\$ 276,866	\$ 373,987	\$ 272,598	\$ 371,412	\$ 380,910	\$ 385,543
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 276,866</b>	<b>\$ 373,987</b>	<b>\$ 272,598</b>	<b>\$ 371,412</b>	<b>\$ 380,910</b>	<b>\$ 385,543</b>

### Funding Sources

Tax Revenues	\$ 90,191	\$ 121,829	\$ 120,611	\$ 125,938	\$ 124,084	\$ 114,231
Non-Tax Revenues	139,787	139,787	136,991	136,991	136,991	157,610
Cash Reappropriated	46,888	112,371	14,996	108,483	119,835	113,702
<b>Total</b>	<b>\$ 276,866</b>	<b>\$ 373,987</b>	<b>\$ 272,598</b>	<b>\$ 371,412</b>	<b>\$ 380,910</b>	<b>\$ 385,543</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	HR Director	1.00
1	Full-Time	HR/Payroll Acct. Coordinator	1.00
1	Full-Time	HR Assistant	1.00
1	Full-Time	Payroll Technician	1.00
1	Full-Time	Administrative Support	1.00
1	Full-Time	HR Assistant (starts 1/1/08)	0.50
Total Program FTE			5.50

## Human Resources

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### 2008 Budget Highlights

#### Personnel

- Will hire additional staff that was approved in FY 2007, to begin in January 2008.

#### Operations

- 

#### Capital

- (3) Computers \$6,000

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below, are the County Commission's goals, followed by the methods by which Human Resources is striving to fulfill these goals.

#### Exceptional Customer Service

- All departments compliant with laws, regulations and County Commission policies.
- Develop a Manager's Handbook and create a checklist of HR related matters.
- Office to be seen as a helpful, impartial and confidential resource.

#### Be Model for Excellence in Government

- Staff appreciation is appropriate and timely.
- Assist Departments in behavioral interviewing for employee recruitment.
- Maintain competitive wages and benefits.
- Inspire high degree of employee morale.

#### Improve Communications

- Develop communication process for Human Resources with County Commission.
- Implement regular meetings with HR and Elected Officials and Department Heads.

#### To be the Employer of Choice

- Recruit new employees that have appropriate behavioral interactive skills and necessary expertise.
- Competitive compensation system for all employees.
- Educate Departments of the benefits to appreciating their employees.

## Human Resources

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Education classes provided	3	1	3	5
2 . Positions Advertised	105		155	170
3 . Number of Policies and Procedures updated			3	Entire
4 . Investigations, complaints or grievances.		120	4	-
5 . Number of Request for Reclassifications promotions			14	20
6 . Checks processed	9,969	10,383	11,665	13,015
7 . Budgeted Full Time Equivalents	415.36	432.61	455.00	470.00
8 . New Hires			142	150

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Percent of favorable findings			100%	100%
2 . 95% Grievances Resolved in Stage 1			100%	100%
3 . 100% Employee Wage / Benefit participation paperwork completed on time.			100%	100%
4 . Maintain Compensation package within 5% of market			100%	100%

## Commentary

Assisted numerous departments with employee issues. Continue maintaining pay plan, classification plan and job descriptions. In the process of updating Personnel Policy Manual, Employee Handbook and Manager's Handbook. Investigating resources for training for staff. Orientation continues to be conducted at least twice a month.

### Information Technology Services

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#### Department Overview

The Information Technology Services (ITS) Department is responsible for voice and data systems. The department has authority over the County's Information Technology (IT) Resources, including network infrastructure, personal computers, servers, telephone and Internet/intranet services.

The Department's Mission is to "Provide prompt service to County Departments and help direct and implement County Technology needs". ITS maintains the county's network equipment, file servers, personal computers, printers, IP Telephony voice, data storage and related services for all departments.

The Department implements technology that allows County Departments to function efficiently, while providing for the security and integrity of County systems and data. The department is instrumental in developing a system wide approach to data storage, interaction and computer systems. The department implements and enforces the County's Information Technology Policy (ITP).

On a yearly basis, the office contacts departments and solicits information on data / voice needs. From this information, and based on the ITP, staff recommends replacement of computers, printers, servers, routers and other hardware. The staff also recommends software on an as needed basis.

The Department is also responsible for the County's voice systems. For FY08 the department will be reviewing systems and recommend replacement equipment, where needed.

#### Department Goals

- Provide reasonably prompt services to County computer users and help direct and implement future County technology, while maintaining compatibility with current applications.
  - Be recognized as a coordinated team of information systems professionals that deliver flexible and integrated solutions to departmental and countywide needs.
  - Support the delivery of effective and efficient services that add value to Elected Officials, Boards/Agencies, Departments and the citizens of Gallatin County.
  - Implement technology that allows County departments to function more efficiently, while providing for the security and integrity of County systems and data.
- 

#### Recent Accomplishments

- Implemented MARS and CSA security software
- Convert to Active Directory and native server 2000
- Converted from Exchange 5.0 to Exchange 2003
- Implemented VPN access for Elected officials and department heads that travel or work from home
- Connected Rest Home and AG to Bresnan fiber ring
- Collapsed network and restructuring domains to move all county domain memberships into GCC from all other domains.
- Technology, connectivity and cabling for District Court III
- Connected Logan Landfill, Sheriffs at airport and Big Sky Planning to network
- Relocated Extension, LWQD and Auditors to offsite locations

# GENERAL GOVERNMENT

## Information Technology Services

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	376,879	\$ 402,913	387,155	\$ 403,259	\$ 439,504	438,393
Operations	159,055	204,616	170,012	174,616	188,351	188,351
Debt Service	-	-	-	-	-	-
Capital Outlay	97,100	364,237	182,701	267,312	267,312	354,111
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 633,034</b>	<b>\$ 971,766</b>	<b>\$ 739,868</b>	<b>\$ 845,187</b>	<b>\$ 895,167</b>	<b>\$ 980,855</b>

#### Budget by Fund Group

General Fund	\$ 378,800	\$ 642,029	\$ 485,634	\$ 585,875	\$ 635,855	\$ 634,744
Special Revenue Funds	254,234	329,737	254,234	259,312	259,312	346,111
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 633,034</b>	<b>\$ 971,766</b>	<b>\$ 739,868</b>	<b>\$ 845,187</b>	<b>\$ 895,167</b>	<b>\$ 980,855</b>

#### Funding Sources

Tax Revenues	\$ 181,151	\$ 182,981	\$ 181,151	\$ 182,981	\$ 182,981	\$ 177,157
Non-Tax Revenues	281,834	209,603	194,931	205,410	205,410	281,250
Cash Reappropriated	170,048	579,182	363,786	456,796	506,776	522,448
<b>Total</b>	<b>\$ 633,034</b>	<b>\$ 971,766</b>	<b>\$ 739,868</b>	<b>\$ 845,187</b>	<b>\$ 895,167</b>	<b>\$ 980,855</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	ITS Director	1.00
1	Full-Time	Network Support Specialist II	1.00
1	Full-Time	Network Support Specialist I	1.00
2	Full-Time	Desktop/PC support Specialist	2.00
1	Full-Time	Software Training Support Spec.	1.00
1	Full-Time	Administrative Support	1.00
Total Program FTE			7.00

## Information Technology Services

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### 2008 Budget Highlights

#### Personnel

- 

#### Operations

- 

#### Capital

- |   |          |
|---|----------|
| • Computer Replacement – General Fund (4)     | \$ 8,000 |
| • Server, Switches and Routers – PILT FY 07   | 94,737   |
| • Server, Switches, Routers, Etc – PILT FY 08 | 164,575  |

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which ITS Department is striving to fulfill those goals.

#### Serve as a Model for Excellence in Government

- Open and candid environment promoting active sharing of information & ideas.
- Teach new skills in diagnostic techniques & application functionality.
- Assume accountability for outcomes.

#### Technology to access government meetings and records

- Install equipment capable of RTP audio streaming to broadcast via the Internet public meetings.
- Leverage current IP Telephony system to broadcast meetings via phones to county offices.
- Install software to view archived documents via the internet/intranet.
- Install software to listen to archived FTR minutes of public meetings via the internet/intranet.

#### Be an Employer of Choice

- Provide professional development to staff.
- Remain current with hardware/software technology.
- Promote positive working relationships among ITS employees, Elected offices and departments.

## Information Technology Services

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Increase in Data / Voice nodes	507	603	737	802
2 . Change in Service Requests	1,260	1,602	1,761	2,170
3 . Replacement and additional servers	40	55	52	56

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Service Requests completed - two working days (100%)	80%	100%	87%	91%
2 . Decrease in travel by staff (5% per year)	2.50%	12.50%	9.75%	8.00%
3 . Availability of data systems (98%)	97%	98%	99%	99%
4 . Availability of voice systems (99%)	100%	98%	88%	97%
5 .				
6 .				
7 .				

## Comments

## Justice Court

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### Department Overview

Justice Court is the court responsible for the original jurisdiction of all civil and criminal cases outside of the City of Bozeman. The courts provide an effective and efficient court system for the residents of the county. The courts accomplish this while being fiscally responsible within the budget allocated to them.

The includes two (2) Justice of the Peace. The Judges work full time Monday – Friday.

The Justice Court has seen a 25% increase in cases filed since 2000. At the same time Justice Court Collections have increased from \$957,895 to 1,847,587 in calendar year 2006, a 52% increase in revenue. Unfortunately, a significant portion of these revenues are transferred to the State. The increase in cases and fines is a direct result of an increase in law enforcement officers, significant increases in the number of debt filings and the legislatures increase of the monetary limit for civil suits to \$7,000.

Another factor in increased workload is the number of residents in the county and the increased reliance on courts for satisfaction.

On January 1, 2007 Montana State University began filing their citations in Bozeman City Court which reduced our citation by approximately 1,200. We have elected not to hire a new clerk at this time to help with the budget and will postpone the hiring of a replacement employee to a date in the near future.

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### Department Goals

- To establish an effective, efficient court that is easily accessible to the public.
  - To insure that employees are well trained, helpful, friendly and accurate in their dealings with the public.
  - Bailiff's presence during Law & Motion.
  - Video Arraignments.
  - Bi-Annual Training for the Judges.
  - Annual Training for Clerks.
  - Second Courtroom inadequate in size-needs to be enlarged.
- 

### Recent Accomplishments

- Comprehensive Case Management Software.
- Staff professionalism pursued by the Office Manager.
- Mediation in civil matters with 75% settlement on cases mediated.
- Court has facilitated the increased caseload in a smooth and efficient manner.
- Continued on the job training for the clerks.
- Video Arraignments in both courtrooms.



# GENERAL GOVERNMENT

## Justice Court

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 473,601	\$ 517,720	\$ 499,052	\$ 515,854	\$ 539,132	\$ 538,534
Operations	152,502	177,829	109,101	167,790	167,790	167,790
Debt Service	-	-	-	-	-	-
Capital Outlay	28,981	20,000	-	21,000	21,000	21,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 655,084</b>	<b>\$ 715,549</b>	<b>\$ 608,153</b>	<b>\$ 704,644</b>	<b>\$ 727,922</b>	<b>\$ 727,324</b>

### Budget by Fund Group

General Fund	\$ 655,084	\$ 715,549	\$ 608,153	\$ 704,644	\$ 727,922	\$ 727,324
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 655,084</b>	<b>\$ 715,549</b>	<b>\$ 608,153</b>	<b>\$ 704,644</b>	<b>\$ 727,922</b>	<b>\$ 727,324</b>

### Funding Sources

Tax Revenues	\$ 44,709	\$ 59,995	\$ 50,990	\$ 59,080	\$ 61,032	\$ 55,317
Non-Tax Revenues	608,362	599,842	681,235	616,946	616,946	616,946
Cash Reappropriated	2,013	55,712	(124,072)	41,963	49,944	55,061
<b>Total</b>	<b>\$ 655,084</b>	<b>\$ 715,549</b>	<b>\$ 608,153</b>	<b>\$ 717,990</b>	<b>\$ 727,922</b>	<b>\$ 727,324</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
2	Full-Time	Justice of the Peace	2.00
1	Full-Time	Executive Secretary III	1.00
8	Full-Time	Justice Court Clerks	8.00
Total Program FTE			11.00

## Justice Court

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### 2008 Budget Highlights

#### Personnel

- No change in personnel

#### Operations

- No significant change

#### Capital

- Capital Reserves                      \$15,000 Savings for Replacement of copier 2010/Scanner
- Computer Replacement              6,000                      (3)

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which Justice Court is striving to fulfill those goals.

#### Exceptional Customer Service

- Customer service in a courteous, professional and friendly manner.
- Prompt, accurate and timely processing of cases filed.
- Civil Judgments entered in a timely manner.
- General Temporary Orders of Protection are ruled upon and issued on the same date they are received in court.

#### Be Model for Excellence in Government

- Effective, efficient court easily accessible to the public.

#### Improve Communications

- Access to Website.

#### To be the Employer of Choice

- Provide professional development to staff.

## Justice Court

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Cases Filed	13,500	14,414	13,500	13,500
2 . Court Collections	1,850,000	2,019,844	1,850,000	1,850,000

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Video Arraignments	1,250	1,400	1,550	1,550
2 . Law & Motion	4,300	4,500	4,700	48--
3 . Judge Trials	1,750	1,900	2,050	2,050
4 . Jury Trials		312	462	462
5 . Mediations		192	208	208
6 . Hearings		2,200	2,400	2,400
7 . Omnibus Hearings		1,850	1950	1950

## Comments

## County Administrator

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### Department Overview

The County Administrator's Office was created by the Gallatin County Commissioners in October of 2003 in recognition of their desire to pursue excellence in government. Continually increasing demand for services is a consequence of the strong growth Gallatin County has experienced in recent years and this was another factor in the decision to create the position. The County Administrator is responsible to the County Commission for all departments assigned to the position including Compliance, Court Services, Dispatch-911, Facilities, Finance, Grants, GIS, Human Resources, Information Technology Services, Open Space, Planning, Rest Home and Road/Bridge. Funding for the office comes from taxes assessed within the County General Fund. By facilitating a diverse range of operations, the County Administrator provides support to the County Commission and enhances the operational effectiveness of County Government.

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### Department Goals

- Foster excellence in government and continuous improvement in organizational climate through leadership and professional development.
- Align County operational practices with Commission and public goals to ensure high quality customer service and responsiveness.
- Promote employee retention and other vital human resources strategies.
- Identify potential operational efficiencies that may produce savings for taxpayers.
- Serve as a liaison within County Government as well as with various boards and represent Gallatin County in a manner that enhances intergovernmental relations.
- Facilitate effective communication within County Government and insure congruence between the policy and operational levels.

- Provide capable executive leadership within Gallatin County.
- 

### Recent Accomplishments

- Initiated activities to support improvement in performance evaluation systems including the development of new evaluation forms.
- Provided assistance to several independent boards on personnel issues.
- Directed the Planning Department on an interim basis.
- Facilitated the integration of solid waste management operations countywide.
- Developed small purchase standards.
- Facilitated major revisions to personnel policies with Human Resources.
- Published an article on Gallatin County in the *Public Administration Times*.
- Instituted regular communication forums and liaison functions with senior staff.
- Established relations with several local governments as well as external boards.
- Conducted informal analysis of professional development needs and initiated work on a *Management and Supervision* course, the highest apparent priority.

## GENERAL GOVERNMENT

### County Administrator

#### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 134,007	\$ 121,543	\$ 116,423	\$ 149,048	\$ 159,862	\$ 160,289
Operations	14,342	24,835	24,350	27,673	27,673	47,673
Debt Service	-	-	-	-	-	-
Capital Outlay	-	9,400	8,549	2,000	-	-
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 148,349</b>	<b>\$ 155,778</b>	<b>\$ 149,322</b>	<b>\$ 178,721</b>	<b>\$ 187,535</b>	<b>\$ 207,962</b>

#### Budget by Fund Group

General Fund	\$ 148,349	\$ 155,778	\$ 149,322	\$ 178,721	\$ 187,535	\$ 207,962
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 148,349</b>	<b>\$ 155,778</b>	<b>\$ 149,322</b>	<b>\$ 178,721</b>	<b>\$ 187,535</b>	<b>\$ 207,962</b>

#### Funding Sources

Tax Revenues	\$ 38,856	\$ 47,449	\$ 45,077	\$ 45,077	\$ 53,077	\$ 73,168
Non-Tax Revenues	37,936	37,936	37,936	39,074	39,074	61,964
Cash Reappropriated	71,557	70,393	66,309	94,570	95,384	72,830
<b>Total</b>	<b>\$ 148,349</b>	<b>\$ 155,778</b>	<b>\$ 149,322</b>	<b>\$ 178,721</b>	<b>\$ 187,535</b>	<b>\$ 207,962</b>

#### Department Personnel

##### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	County Administrative Officer	1.00
1	Full-Time	Executive Assistant	1.00
Total Program FTE			2.00

### County Administrator

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#### 2008 Budget Highlights

**Personnel** - No additional staff is anticipated for 2008. Increase caused by full funding of staff for entire year.

**Operations** - 2008 will be the first full year of operations since the office was reconstituted with a broader range of responsibilities.

- Various new initiatives associated with organizational and professional development will gain traction in 2008.
- Results associated with effective communication and liaison functions will become increasingly evident in terms of organizational climate improvement.
- Professional development activities, including the *Management and Supervision* course will be directly aligned with organizational needs.
- Additional costs for activities that may include training, employee and citizen surveys will be managed within the baseline budget or through cost sharing with HR, Finance and other departments.

#### Capital

- Capital purchases for the County Administrator's Office are not anticipated.

#### County Commission Goals/Department Response

##### Links to Commission Goals

The close working relationship of the County Commission with the County Administrator demands a very direct alignment between goal sets. Indeed, a key aspect of the Administrator's job is to implement Commission goals. The following section correlates Commission goals (in bold) with the operational objectives of the County Administrator's Office.

#### **Equate community need with budgetary decisions**

- Promote an advanced stage of performance management within Gallatin County by fully aligning community needs with budget priorities through collaborative effort with the Finance Office and systematic citizen involvement, possibly through surveys, electronic links for citizen comments or focus groups.
- Serve as an information clearinghouse and responding to citizen inquiries is a growing function of the Administrator's office and it is anticipated that demands for services of this nature will continue to increase.

#### **Adhere to long-term plans**

- Develop and implement a process for comprehensive planning that involves appropriate staff and boards and focuses on Growth Policy Implementation.
- Integrate existing plans and promote cooperative effort among various groups involved in facilities, land use, subdivision, transportation and park planning.
- Serve as an expert resource for strategic planning initiatives.

#### **Demonstrate exceptional customer service and access**

- Model excellent customer service within the County Administrator's Office.
- Address related professional development needs through training.
- Support initiatives to provide better electronic access to County government.
- Incorporate customer service as a component of professional development activities and otherwise serve as a resource for all County departments.

### County Administrator

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#### Serve as a Model for Excellence in Government

- Continue efforts to improve organizational climate through effective communication and liaison activities as well as demonstrable professionalism.
- Promote efficiency, stewardship and effectiveness through performance management and consistent attention to public needs.
- Perform analysis of requirement for implementing risk management.
- Provide strong executive leadership and advocacy for departments.

#### Improve Communication within County Government, other jurisdictions and with our public

- Serve as a liaison, facilitator, mediator and representative as needed.
- Build on initial progress in intergovernmental relations through consistent involvement and communication with other jurisdictions.
- Maintain a broad working knowledge of all County activities in order to serve effectively as a strong purveyor of information.
- Represent the County as a spokesperson upon request.

#### Be an employer of choice and improve employee retention

- Identify and address competitiveness factors associated with retention.
- Improve working conditions wherever possible and insure that health and safety continue to be priorities by providing assistance to Facilities and the Safety Committee as well as compliance with applicable standards.
- Work with Human Resources to take corrective actions as necessary.

## County Administrator

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Provide oversight of assigned departments	N/A	N/A		
2 . Direct support for Open Lands	N/A	N/A		
3 . Liason for BCC/representation activities	N/A	N/A		
4 . Institute professional development activities	N/A	-	-	1
5 . Draft policies as required	N/A	N/A	3	2
6 . Serve as information clearinghouse	N/A	640	960	1,500
7 . Harmonize personnel policies and address performance management system deficiencies			-	1

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Complete curriculum for mgt. & supervisor course/ facilitate training events	N/A	0	0	20
2 . Formal & informal complaints to BCC by department heads, other jurisdictions & the public	N/A	N/A	N/A	>10
3 . Reduce number of direct complaints about Open Lands/ Parks Coord	N/A	10 (est)	14	<10
4 . Provide information, make contact, conduct meetings, resolve conflicts between staff members and others	NA	640	960	1,500
5 . Extend assistance upon request to County Boards/Districts			3	6
6 . Reduce overall attrition by addressing issues related to compensation and employee satisfaction			4	6
7 . Through coordination, research and analysis and facilitation create an initial comprehensive plan for Gallatin County.	-	-	-	1

## Comments

The role of the County Administrator for Gallatin County will continue to rapidly evolve in 2008. An absence of executive leadership in the past has created a situation in which there is pent-up demand for direction in some areas. However, it is clear that the overall focus of the position will be on administration, promoting excellence in government, improving organizational communication and enhancing organizational climate. While the activities associated with broad goals of this nature may be difficult to quantify, an objective for 2008 will be to refine performance management within the County Administrator's Office in order to "lead by example". At the present time, performance management in Gallatin County government is restricted to input and output measures. Eventually, it may be desirable to move toward an assessment of outcomes and to engage citizens in the performance management process. Focus groups, surveys, priority identification and establishing useful metrics are key elements of this more advanced stage of performance management.



### Miscellaneous - General Fund and PILT

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#### Department Overview

The Miscellaneous activity of the County General and PILT Funds track expenses that are of a transient nature or are not appropriately categorized into a single office or department. Currently the activities included in this area are General Fund Misc., Recruit & Retain, Transfer, and Unallocated Federal Payment in Lieu of Taxes (PILT).

The budget includes a contingency amount of \$185,000, Special Committee expenses are budgeted for \$57,565, Professional Services \$100,000 and adjustments for personnel upgrades during the year of \$23,204. Major transfers to support other departments include Rest Home Health Insurance and Road Health Insurance are also tracked within this area.

Employee Recruitment and Retainage is funded to the amount of \$5,000 for the county's safety committees. The Tax Appeal Board is a state mandated board to hear, approve or deny tax appeals involving property in Gallatin County. Public Administrator activities are for incidental expenses associated with the office. This office was consolidated with the Clerk of District Court, but supplies etc. are funded from the General Fund. The Miscellaneous Activity is currently funding one temporary part-time staff for Special Committees. No other employees are funded from this fund.

The Increase in the FY 06 Personnel Budget accounts for a one-time settlement concerning an employee contractual dispute. This amount will decrease back to historic amounts for future years.

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#### Department Goals

- Not Applicable

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#### Recent Accomplishments

- Not Applicable
- .

## GENERAL GOVERNMENT

### Miscellaneous - General Fund and PILT

#### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Estimated Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ (254)	\$ 34,631	\$ 25,000	\$ 23,087	\$ 23,204	\$ 23,204
Operations	522,663	740,787	306,489	426,978	411,978	3,490,914
Debt Service	350,846	817,190	359,997	878,114	725,614	793,115
Capital Outlay	12,425	-	7,000	-	-	1,126,223
Transfers Out	48,000	96,000	-	-	-	-
<b>Total</b>	<b>\$ 933,680</b>	<b>\$ 1,688,608</b>	<b>\$ 698,486</b>	<b>\$ 1,328,179</b>	<b>\$ 1,160,796</b>	<b>\$ 5,433,456</b>

#### Budget by Fund Group

General Fund	\$ 334,513	\$ 606,665	\$ 227,938	\$ 271,066	\$ 169,467	\$ 516,988
Special Revenue Funds	599,167	1,081,943	470,548	1,057,113	991,329	1,288,703
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	1,126,223
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	2,501,542
Trust & Agency Funds	-	-	-	-	-	5,170
<b>Total</b>	<b>\$ 933,680</b>	<b>\$ 1,688,608</b>	<b>\$ 698,486</b>	<b>\$ 1,328,179</b>	<b>\$ 1,160,796</b>	<b>\$ 5,438,626</b>

#### Funding Sources

Tax Revenues	\$ 142,519	\$ 309,262	\$ 306,169	\$ 243,251	\$ 212,595	\$ 491,505
Non-Tax Revenues	132,192	320,823	327,240	27,816	27,816	954,093
Cash Reappropriated	658,969	1,058,523	65,077	1,057,113	920,386	3,993,028
<b>Total</b>	<b>\$ 933,680</b>	<b>\$ 1,688,608</b>	<b>\$ 698,486</b>	<b>\$ 1,328,179</b>	<b>\$ 1,160,796</b>	<b>\$ 5,438,626</b>

#### Budgets Included:

Gen. Fund Misc., Recruit & Retain, Public Administration, Tax Appeal,  
Public Transfers, Study Commission and Unallocated Federal Payment in Lieu of Taxes

#### Department Personnel

##### Personnel Summary

No	FT/PT	Title	FTE
1	Temp PT	Support Staff	0.50
Total Program FTE			0.50

## Planning Department

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### Department Overview

The County Planning Department is responsible for long-range planning, subdivision review, zoning administration and enforcement, and floodplain administration. Staff reports to the Director and the Director reports to the County Administrator. All are required to follow the policy direction of the County Commission. The Department also provides support to the Planning and Zoning Commissions, the County Planning Board, and several Boards of Adjustment.

Long-range planning functions include Growth Policy Implementation, updates to the Gallatin County Growth Policy, updates to the existing County zoning districts, and creation of new neighborhood plans and zoning districts. The Department also assists with planning for countywide trails, parks, open space, and transportation planning.

Subdivision Regulations are applicable to all unincorporated areas of the county. Staff provides support to the County Planning Board and County Commission on proposed subdivisions to ensure compliance with state laws, local regulations and adopted county plans.

The Department is responsible for administration of the Gallatin County Floodplain Regulations. The Department issues floodplain permits for development within regulatory floodplains.

The Department acts as staff support to the County Planning Board.

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### Department Goals

- Dedicated to providing educated, up-to-date, professional, courteous, accurate and efficient service.
- Community planning needs are efficient, effective and responsive to community's needs.
- Assist County Commission in formulating and implementing the Growth Policy Program.
- Retention of 'experienced professional planning staff'.
- Support staff with training and encourage intra-office training and information sharing.

- Continue to offer a high level of public service, nine hours a day, five days a week, with planner-on-call.
- 

### Recent Accomplishments

- Implemented annual flow charts tracking workload.
- Successful creation of 4 new zoning districts and creation of the Four Corners Community Plan.
- Reduced staff and customer frustration through use of standardized reports, processes and information sharing.
- Adjusted fee schedule to be commensurate with work required on applications and tasks.
- Utilization of customer feedback process.
- Increased outreach events throughout county, including monthly process luncheons with engineers and surveyors.
- Updated the County Subdivision and Floodplain Regulations based on changes in state law and best practices.
- Continued staff participation in zoning enforcement.

### FY 08 Department Work Plan

- Creation of a Five-Year Strategic Plan including analysis of potential department reorganization.
- Study of review fees and implementation of new fee structure.
- Improve communication, cooperation and support of development review and planning projects in jurisdictions.
- Improve support of Planning Board and County Commission's long-range planning objectives.
- Continue work on Growth Policy Program including creation of a Transfer of Development Rights program, a Rural Cluster Development program, modernization of the Gallatin County/Bozeman Area Zoning Regulation, and changes to subdivision regulations.
- Five-year update to the Growth Policy.

## GENERAL GOVERNMENT

### Planning Department

#### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	460,426	\$ 542,136	\$ 471,011	\$ 552,578	\$ 567,801	\$ 575,286
Operations	92,594	102,571	104,114	119,811	119,811	123,261
Debt Service	-	-	-	-	-	-
Capital Outlay	6,471	17,500	1,967	6,000	6,000	6,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 697,904</b>	<b>\$ 662,207</b>	<b>\$ 577,092</b>	<b>\$ 678,389</b>	<b>\$ 693,612</b>	<b>\$ 704,547</b>

#### Budget by Fund Group

General Fund	\$ 512,328	\$ 662,207	\$ 577,092	\$ 678,389	\$ 693,612	\$ 704,547
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 697,904</b>	<b>\$ 662,207</b>	<b>\$ 577,092</b>	<b>\$ 678,389</b>	<b>\$ 693,612</b>	<b>\$ 704,547</b>

#### Funding Sources

Tax Revenues	\$ 151,562	\$ 55,902	\$ 55,343	\$ 55,343	\$ 54,790	\$ 46,893
Non-Tax Revenues	402,031	617,570	591,632	562,050	538,444	608,389
Cash Reappropriated	144,311	(11,264)	(69,883)	60,996	100,378	49,265
<b>Total</b>	<b>\$ 697,904</b>	<b>\$ 662,207</b>	<b>\$ 577,092</b>	<b>\$ 678,389</b>	<b>\$ 693,612</b>	<b>\$ 704,547</b>

#### Department Personnel

##### Personnel Summary

No	FT/PT	Title	2007	2008
1	Full-Time	Planning Director	1.00	1.00
3	Full-Time	Planner III	1.75	3.00
1	Full-Time	Planner II	5.00	1.00
3	Full-Time	Planner I	-	3.00
1	Full-Time	Office Manager	1.00	1.00
1	Full-Time	Planning Technician	1.00	1.00
Total Program FTE			9.75	10.00

## Planning Department

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### 2008 Budget Highlights

#### Personnel

- Promote Planner II to Planner III
- Provide for Lead Worker status for Floodplain Manager.
- Reclassify Program Assistant to Office Manager.

#### Operations

- Focus on staff training and education.
- Adjust line items to reflect FY 07 expenditures and expected increases due to change in postal rates and increased fuel costs.

#### Capital

- Computer Replacement (3)                      \$6,000

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which Planning Department is striving to fulfill those goals.

#### Exceptional Customer Service

- Process applications in a timely manner. Serve the public with respect and courtesy.
- Provide accurate information about zoning, comprehensive and neighborhood plans, subdivision review, and floodplain management.
- Provide information about regulatory requirements, standards, review and approval processes. Engage professionals in the field in discussions on improving processes.
- Consult potential applicants regarding the review and permitting process.

#### Be Model for Excellence in Government

- Make Planning Department fee schedule commensurate with labor and materials cost.
- Proactively respond to community's planning needs.
- Ensure compliance with state and local planning regulations.

#### Improve Communications

- Maintain quality communication with customers.
- Participate in open, honest communication.
- Provide exceptional, professional, and up-to-date planning services in a convenient manner to the public.

#### To be the Employer of Choice

- Create and maintain a thriving, supportive work environment.
- Support state-of-the-art staff, equipment, techniques, and work environment.
- Provide competitive salaries, opportunities for advancement, training opportunities.

## Planning Department

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Zoning Applications Processed	547	439	269	250
2 . Subdivision Applications Processed	166	178	177	200
3 . Concept Reviews			125	150
4 . Number of Satellite Office visits	New in FY 06		52	75
5 . Final Plats	23	32	25	40
6 . Other Activity	63	49	49	50

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Reduce departmental (planners) turnover	none	none	four	none
2 . Fee schedule adjustment	yes		none	Fall 2007
3 . Big Sky Satellite Office		Jul-05	continue	continue
4 . Complete long-range planning projects:				
Reese Creek Zoning District		Jun-06		
Bozeman Pass Zoning District		May-06		
South Cottonwood Zoning District		Jun-05		
East Gallatin Zoning District		Jun-06		
Four Corners Neighborhood Plan			Fall 2006	
Four Corners Zoning Project				ongoing
Gallatin Gateway Neighborhood Plan				ongoing
Amsterdam/Churchill Neighborhood Plan				ongoing
Bozeman Area Transportation Plan (2008 Update)				ongoing
5 . Comprehensive amendments to subdivision regulations		Mar-05	Dec. 2006	Oct-07
6 . <b>Growth Policy Implementation Plan (TDR; RCD; density)</b> - high priority!		ongoing	ongoing	ongoing
7 . Interlocal Agreements w/ cities and town				ongoing
8 . Bridger Canyon Zoning Update				ongoing
9 . Digitize and formally adopt zoning maps				ongoing
10 . Develop strategy for information management				ongoing
11 . Update to Floodplain Regulations				ongoing
12 . Department Five-year Strategic Plan/Reorganization				ongoing

## Comments

### Planning Board and Zoning

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#### Department Overview

The County Planning Department staff provides support to the Zoning Commission and the County Planning Board. The only personnel costs required in these budgets are for the taking of minutes for the Planning Board and Zoning Boards.

County Wide Planning is the fund created to track expenses of the County Planning Board. The Board is an 11-member citizen committee required by state law to review compliance with county subdivision regulations and adherence to the Growth Policy. The County levies the statutory millage to support the planning function. The Board supports the duties of the County Planning Department through a transfer of monies, approximately \$87,000 in FY 07 and estimated \$41,000 for FY 08. The fund also pays for normal board expenses including postage, copying, and overtime expenses incurred by the Planning Department for board meetings and the preparation of minutes.

Subdivision Regulations are applicable to all unincorporated areas of the county. Staff provides support to the County Planning Board and County Commission on proposed subdivisions to ensure compliance with state laws, local regulations and adopted county plans.

#### Department Goals

- Community planning needs are efficient, effective and response to community's needs.
  - Continue to offer a high level of public service, nine hours a day/five days a week, with planner-on-call service during open hours.
- 

#### Recent Accomplishments

- Successful creation of new zoning districts and creation of the Four Corners Community Plan.
- Reduced staff and customer frustration levels through use of standardized reports, processes and information sharing.
- Adjusted fee schedule to be commensurate with work required on applications and tasks.
- Utilization of customer feedback process.
- Increased outreach events throughout county, including ongoing work on long-range planning efforts: South Cottonwood Zoning District, Reese Creek Zoning District, Bozeman Pass Zoning District, Four Corners Neighborhood Plan, and updating the regulation, plan and map of the Gallatin County/Bozeman Area Zoning District.
- Update the Gallatin County Subdivision Regulations.

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	-	\$ 4,750	\$ 3,263	\$ 4,750	\$ 4,750	\$ 4,750
Operations	79,714	234,176	199,049	234,176	170,653	201,855
Debt Service	-	-	-	-	-	-
Capital Outlay	-	12,200	12,000	12,200	-	-
Transfers Out	273,865	218,294	218,294	218,294	225,500	46,700
<b>Total</b>	<b>\$ 353,579</b>	<b>\$ 469,419</b>	<b>\$ 432,606</b>	<b>\$ 469,419</b>	<b>\$ 400,903</b>	<b>\$ 253,305</b>

General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special Revenue Funds	79,714	251,126	432,606	469,419	400,903	253,305
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	273,865	218,294	-	-	-	-
<b>Total</b>	<b>\$ 353,579</b>	<b>\$ 469,419</b>	<b>\$ 432,606</b>	<b>\$ 469,419</b>	<b>\$ 400,903</b>	<b>\$ 253,305</b>

Tax Revenues	\$	380,026	\$	363,843	\$	360,205	\$	363,843	\$	363,843	\$	211,398
Non-Tax Revenues		13,080		7,000		8,082		8,082		7,500		6,400
Cash Reappropriated		(39,527)		98,576		64,319		97,494		29,560		35,507
<b>Total</b>	<b>\$</b>	<b>353,579</b>	<b>\$</b>	<b>469,419</b>	<b>\$</b>	<b>432,606</b>	<b>\$</b>	<b>469,419</b>	<b>\$</b>	<b>400,903</b>	<b>\$</b>	<b>253,305</b>

## Personnel Summary

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## Superintendent of Schools

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### Department Overview

The County Superintendent of Schools is to provide administrative support, information and organization for the schools and communities of Gallatin County. The office must meet the requirements of federal, state, and local codes and policies while providing quality service to the children, families, schools and taxpayers of Gallatin County.

The county superintendent provides administrative services to five rural schools, conducts legal hearings of disputes, calculates and correlates county financial information, and acts as record keeper of school information. Home school students register with this office. Information is provided to real estate agents and residents as to the school district in which acreages and homes are located. Also, any property transfers between school districts go through this office.

There are 16 school districts and 32 schools in Gallatin County. Student population is comprised of 10,387 public school students and 1,330 home school and private school students. The County Superintendent supervises 5 independent elementary school districts, with 142 students and 15 full time and part time teachers.

The superintendent's office calculates, correlates and reports transportation and retirement mills totaling 41.49 or \$6,915,629 in tax revenues. All school budgets are reviewed and appropriate reporting and recording is provided plus work-study student during the school year.

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### Department Goals

- Streamline the office to run in an efficient manner within the budget by realigning job assignments;
  - Implement standardized Performance Measurements;
  - Continue close association with school boards;
  - Make transition to high school easier for rural school children;
  - Monitor rural schools for compliance with Adequate Yearly Progress and Accreditation Standards; and,
  - Work with home schoolers' to gain the necessary trust in this office.
- 

### Recent Accomplishments

- Provided fingerprinting services to school personnel as specified by the No Child Left Behind Act, which requires a background check for anyone working with children;
- Networked 25 county rural school teachers reducing isolations and enhancing professional development days and a special history grant;
- Networked students in rural schools for easier transition into high schools;
- Conducted the third Gallatin County Science Fair;
- Increased educational opportunities for rural schools, (i.e. book fair, aeronautics day, theatre production, community service, Boston trip);
- Each of the rural schools achieved adequate yearly progress in compliance with federal law. They also met accreditation standards; and
- Maintained employment of highly qualified teachers.
- Started Implementation of Ophir High School District.

# GENERAL GOVERNMENT

## Superintendent of Schools

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 118,878	\$ 129,453	\$ 123,832	\$ 128,442	\$ 134,133	\$ 134,665
Operations	24,661	29,344	24,896	31,485	32,639	31,839
Debt Service	-	-	-	-	-	-
Capital Outlay	-	3,300	3,016	2,000	17,000	17,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 143,539</b>	<b>\$ 162,097</b>	<b>\$ 151,744</b>	<b>\$ 161,927</b>	<b>\$ 183,772</b>	<b>\$ 183,504</b>

#### Budget by Fund Group

General Fund	\$ 143,539	\$ 162,097	\$ 151,744	\$ 161,927	\$ 183,772	\$ 183,504
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 143,539</b>	<b>\$ 162,097</b>	<b>\$ 151,744</b>	<b>\$ 161,927</b>	<b>\$ 183,772</b>	<b>\$ 183,504</b>

#### Funding Sources

Tax Revenues	\$ 53,997	\$ 59,156	\$ 56,294	\$ 59,094	\$ 67,066	\$ 64,563
Non-Tax Revenues	51,601	51,869	51,869	51,869	51,869	54,676
Cash Reappropriated	37,942	51,072	43,581	50,964	64,837	64,264
<b>Total</b>	<b>\$ 143,539</b>	<b>\$ 162,097</b>	<b>\$ 151,744</b>	<b>\$ 161,927</b>	<b>\$ 183,772</b>	<b>\$ 183,504</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Superintendent of Schools-Elected	1.00
1	Full-Time	Secretary	1.00
Total Program FTE			2.00

### Superintendent of Schools

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#### 2008 Budget Highlights

##### Personnel

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##### Operations

- \$1,500 vehicle maintenance, insurance

##### Capital

- Computer replacement \$2,000, Vehicle purchase \$15,000

#### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which Superintendent of Schools is striving to fulfill those goals.

##### Exceptional Customer Service

- Provide a sound education for all the school children of Gallatin County.
- Educate school boards as to their legal responsibilities and duties.
- Network students and teachers within the county.
- Work with home school parents in registration and attendance policies.
- Research and courteously answer in a timely manner all educational questions of the general public.
- Provide statistical information on public schools in Gallatin County.

##### Be Model for Excellence in Government

- Support school boards of the five rural schools to make informed decisions.
- Assist all schools in meeting and maintaining accreditation.
- Help rural schools to achieve adequate yearly progress.
- Meet all reporting deadlines. (OPI reports, trustee reports, school budgets, millage assessment, joint district reports)

##### Improve Communications

- Provide information on enrollment and budget statistics for all 32 schools.
- Communicate school district boundaries in a clear and concise manner to realtors and the public.

##### To be the Employer of Choice

- To insure that the teachers in the rural schools are highly qualified.

## Superintendent of Schools

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Increase in registered certificates for teachers	Unavailable	Unavailable	Unavailable	Unavailable
2 . Reduction in questions from school boards after training	Unavailable	Unavailable	Unavailable	Unavailable
3 . Statistical analysis data on rural schools on tests	Posted	Posted	Posted	Posted
4 . Track financial information	Posted	Posted	Posted	Posted

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Customer contacts	8,460	9,180	9,680	9,800
2 . Home schooled	354	484	477	450
3 . Public school enrollment-Elementary & H.S.	9,867	10,157	10,377	10,600
4 . Private school enrollment	867	859	853	920

## Commentary

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## Treasurer / Assessor

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### Department Overview

The Treasurer is an Elected Official serving a four-year term. The position was consolidated with the County Assessor so the Elected position is officially the County Treasurer / Assessor. The Department is part of the General Fund with a major portion of funding coming from Taxes, with charges for services providing some support.

The Treasurer/Assessor is responsible for the collection, distribution, investment and disbursement of all money collected by the County. The Elected Treasurer/Assessor receives a stipend for being the holder of a consolidated office.

The Treasurer's Office is divided into three activities. They are:

- Treasury and Taxes – responsible for billing and collecting real and personal property taxes for all of Gallatin County (cities, schools, county, and special districts), collect miscellaneous revenues, tracks property tax receivables, balance motor vehicle revenues to collection, disburse and track warrants issued by Gallatin County, 16 school districts, 17 fire districts and other special districts; and invests money on deposit with the office.
- Motor Vehicle - responsible for the titling, registration and collection of fees associated with motor vehicles in Gallatin County.
- Delinquent Tax Collection – responsible for the research, notification and collection of delinquent taxes; tax lien, assignments, redemptions, and deed processing; and the tracking of bankruptcy filings.

### Department Goals

- Easy access to Information.
  - Improve public access to records through electronic media.
  - Address Customer Needs in a timely and professional manner.
  - Maintain accurate and factual accounts of all money on deposit with the County Treasurer.
  - Use Internet to facilitate offices receipting capability and registration capability.
  - Document Internal Process, Procedures and Policies for use by Public, Supervisors and Employees.
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### Recent Accomplishments

- See Activity pages for specific accomplishments.

# GENERAL GOVERNMENT

Treasurer / Assessor

## Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 657,271	\$ 716,784	\$ 693,549	\$ 718,887	\$ 756,066	\$ 756,667
Operations	173,691	177,458	189,725	189,343	189,343	189,343
Debt Service	-	-	-	-	-	-
Capital Outlay	6,950	12,500	1,699	19,500	19,500	19,500
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 837,912</b>	<b>\$ 906,742</b>	<b>\$ 884,973</b>	<b>\$ 927,730</b>	<b>\$ 964,909</b>	<b>\$ 965,510</b>

### Budget by Fund Group

General Fund	\$ 837,912	\$ 906,742	\$ 884,973	\$ 927,730	\$ 964,909	\$ 965,510
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 837,912</b>	<b>\$ 906,742</b>	<b>\$ 884,973</b>	<b>\$ 927,730</b>	<b>\$ 964,909</b>	<b>\$ 965,510</b>

### Funding Sources

Tax Revenues	\$ 176,020	\$ 196,929	\$ 193,821	\$ 196,509	\$ 194,241	\$ 82,960
Non-Tax Revenues	524,743	493,329	468,469	475,040	475,040	753,737
Cash Reappropriated	137,149	216,484	222,683	256,182	295,628	128,812
<b>Total</b>	<b>\$ 837,912</b>	<b>\$ 906,742</b>	<b>\$ 884,973</b>	<b>\$ 927,730</b>	<b>\$ 964,909</b>	<b>\$ 965,510</b>

## Office Personnel

### Personnel Summary

No	FT/PT	Title	FTE
See Individual Activity Personnel Summary			
Total Program FTE			0.00

### Treasurer – Treasury/Tax Billing

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#### Activity Overview

##### The Treasurer – Treasury / Tax Billing

Activity is responsible for the collection, distribution, investment and disbursement of all money collected by Gallatin County, school districts and special districts. The Treasury activity bills and collects real and personal property taxes for all cities, schools, Gallatin County, State of Montana and special districts; collects miscellaneous revenues; tracks property tax receivables; balances motor vehicle revenues to Department of Justice reports and system; disburses and tracks warrants issued by Gallatin County, school districts, fire districts and other special districts.

The Gallatin County Treasurer-Treasury/Tax Billing activity has four primary functions:

- 1) Tax billing, collection and distribution;
- 2) Miscellaneous revenue collection and distribution (A 101);
- 3) Treasury (bank) for Gallatin County and all Trust and Agency funds of the county (Schools, Fire Districts, Cities (tax collection) etc.);
- 4) Monthly reporting to all trust and agency activities.

#### Activity Goals

- To find innovative ways to provide our customers the highest quality of service at the lowest possible cost;
- Maintain the highest standards of honesty, integrity and stewardship of the public trust;
- Consideration and planning for “real-time” revenue posting in Treasurer’s Office;
- Achieve “Clean” External Audit with no deficiencies (comments) found in Treasurer’s Office duties;
- Protect the cash and investments of Gallatin County from theft or loss
- Build a positive office atmosphere for staff.

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#### Recent Accomplishments

- Close Treasurers books in a timely fashion;
- Survey customers needs through the use of comment cards;
- Upgraded Software systems; and
- Successful External Audit with minimal problems identified.

# GENERAL GOVERNMENT

## Treasurer – Treasury/Tax Billing

### Activity Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 225,893	\$ 246,147	\$ 250,945	\$ 246,146	\$ 271,244	\$ 271,845
Operations	64,584	72,454	72,512	69,113	69,113	69,113
Debt Service	-	-	-	-	-	-
Capital Outlay	5,000	2,500	1,699	6,000	6,000	6,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 295,477</b>	<b>\$ 321,101</b>	<b>\$ 325,156</b>	<b>\$ 321,259</b>	<b>\$ 346,357</b>	<b>\$ 346,958</b>

#### Budget by Fund Group

General Fund	\$ 295,477	\$ 321,101	\$ 325,156	\$ 321,259	\$ 346,357	\$ 346,958
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 295,477</b>	<b>\$ 321,101</b>	<b>\$ 325,156</b>	<b>\$ 321,259</b>	<b>\$ 346,357</b>	<b>\$ 346,958</b>

#### Funding Sources

Tax Revenues	\$ 16,924	\$ 18,392	\$ 18,208	\$ 18,208	\$ 18,392	\$ (70,370)
Non-Tax Revenues	241,976	266,173	266,173	271,497	271,497	526,706
Cash Reappropriated	36,577	36,535	40,775	31,554	56,468	(109,378)
<b>Total</b>	<b>\$ 295,477</b>	<b>\$ 321,101</b>	<b>\$ 325,156</b>	<b>\$ 321,259</b>	<b>\$ 346,357</b>	<b>\$ 346,958</b>

### Activity Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Treasurer-Elected	1.00
2	Full-Time	Accountant I	2.00
1	Full-Time	Accounting Clerk III	1.00
1	Full-Time	Administrative Clerk III	1.00
1	Part-Time	Administrative Clerk	0.50
Total Program FTE			5.50



### Treasurer – Treasury/Tax Billing

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#### 2008 Budget Highlights

##### Personnel

- December 2006 – Administrative Clerk position was transferred from Delinquent Tax Collector to Treasury/Tax Billing. This position will assist the Delinquent Tax Collector on an as needed basis and will also assist the Treasury/Tax Billing posting tax payments, collecting associated revenues and a variety of other duties as assigned.

##### Operations

- Changes come from postage and normal operating cost increases

##### Capital

- Three (3) replacement computers \$6,000

#### County Commission Goals/Activity Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which Treasurer/Assessor is striving to fulfill those goals.

##### Exceptional Customer Service

- Survey customer needs through use of comment cards.
- Easy access to Information.
- Close Treasurer's Books in a timely fashion.
- Participate in customer service training that is geared to the specific level and customer.
- Real time revenue posting.

##### Be a Model for Excellence in Government

- Improve public access to public records through electronic media.
- Present a "Statistical Taxation Report" by tax year and by jurisdiction.
- Define and request necessary upgrades to Web Tax module.
- Tax Bill – Revise tax bill format to respond to often-requested information.
- Identify and correct problems through an internal review of statutory Treasurer Office duties.

##### Improve Communications

- Questionnaire and informational inserts placed in tax bills.

##### To be the Employer of Choice

- Create an Office Policy Manual for all employees.
- Implement Target Market for employees with department.
- Retain current staff.

## Treasurer – Treasury/Tax Billing

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Monthly inspection of files and reports.				
2 . Review of monthly budgets.				
3 . Annual audit reports by External Auditor.				
4 . Request upgrades are funded and implemented.				
5 . Number of customers served.				
6 . Customer Surveys with Positive or Neutral experience				

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Taxes Billed	\$ 77,787,774	\$ 86,787,701	\$ 95,360,325	\$ 104,896,357
2 . Taxes Collected	79,071,460	87,555,679	94,350,000	103,785,000
3 . Cleared Warrants	77,143,909	86,424,983	92,393,347	101,985,147
4 . Investment Earnings	61,982,494	95,956,601	96,453,031	81,500,000
5 . Miscellaneous Receipts Collected	91,761,246	121,491,527	104,616,016	106,900,000

## Comments

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### Treasurer – Motor Vehicle

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#### Activity Overview

The Treasurer - Motor Vehicle activity has three primary functions: 1) Registration and Tax/ Fee collection for all motorized vehicles in the county; 2) Title transfers for motorized vehicles (includes mobile homes); and, 3) Lien Filings on motor vehicles, (including mobile homes) in Gallatin County.

Gallatin County Motor Vehicle Department will collect approximately \$17 million in FY 2007. This represents nearly 8% of all revenue collected by the County Treasurer. Most of this money is sent to the state for support of Public Assistance and District Court with local governments receiving a 2.38% growth rate for FY 07. This compares to our motor vehicle collection increasing 5% to 10%.

Gallatin County Motor Vehicle Department was ranked 4th in the state for total number of registrations and title transactions processed in calendar year 2006. Gallatin County experienced a 9% increase in transactions in calendar year 2006 and processed over 105,000 transactions. This compares to the county's population ranking 5th in the state (75,780 estimate).

#### Activity Goals

- Ease of titling and registration - Continue implementation of on-line registration.
  - Continue appointment line.
  - Establish informational booth.
  - Lobby for sufficient space for Motor Vehicle office and storage.
  - Maintain professionalism and positive attitude.
  - Anticipate growth of workload by planning for the future.
- 

#### Recent Accomplishments

- Motor Vehicle online with e-mail.
- Implemented credit card payment for Motor Vehicle transactions.
- Established an appointment system for title work.

# GENERAL GOVERNMENT

## Treasurer – Motor Vehicle

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 387,209	\$ 422,001	\$ 412,024	\$ 441,941	\$ 460,835	\$ 460,835
Operations	65,933	62,893	67,666	69,197	69,197	69,197
Debt Service	-	-	-	-	-	-
Capital Outlay	1,950	10,000	-	13,500	13,500	13,500
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 455,092</b>	<b>\$ 494,894</b>	<b>\$ 479,690</b>	<b>\$ 524,638</b>	<b>\$ 543,532</b>	<b>\$ 543,532</b>

### Budget by Fund Group

General Fund	\$ 455,092	\$ 494,894	\$ 479,690	\$ 524,638	\$ 543,532	\$ 543,532
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 455,092</b>	<b>\$ 494,894</b>	<b>\$ 479,690</b>	<b>\$ 524,638</b>	<b>\$ 543,532</b>	<b>\$ 543,532</b>

### Funding Sources

Tax Revenues	\$ 145,693	\$ 154,912	\$ 152,224	\$ 154,912	\$ 152,224	\$ 138,393
Non-Tax Revenues	214,307	186,873	168,543	168,543	168,543	190,031
Cash Reappropriated	95,092	153,109	158,923	201,183	222,765	215,108
<b>Total</b>	<b>\$ 455,092</b>	<b>\$ 494,894</b>	<b>\$ 479,690</b>	<b>\$ 524,638</b>	<b>\$ 543,532</b>	<b>\$ 543,532</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Motor Vehicle Supervisor	1.00
2	Full-Time	Administrative Clerk III	2.00
8	Full-Time	Administrative Clerk II	8.00
Total Program FTE			11.00

## Treasurer – Motor Vehicle

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### 2008 Budget Highlights

#### Personnel

- Approved new Motor Vehicle Administrative Clerk position in January 2008.

#### Operations

- A slight increase in operations from fiscal year 2007.

#### Capital

- A Motor Vehicle / Information Kiosk is in the plan for FY08. The kiosk will provide extra space for a Motor Vehicle Clerk and also provide county residents Motor Vehicle information, county information, directions, etc. \$10,000
- Computer for new Employee \$2,000
- Copier Reserve \$1,500

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which Treasurer-Motor Vehicle is striving to fulfill those goals.

#### Exceptional Customer Service

- Analyze and determine the facilitation of the lobby information center for FY 2008.
- Accurate Information.
- Continue to grow with e-mail registrations.

#### Be a Model for Excellence in Government

- Open communication, honesty, and integrity in dealing with the public and all other agencies.

#### Improve Communications

- Continue training and staff meetings for improved communications.

#### To be the Employer of Choice

- Documentation of internal processes (manual).
- Determine space needs for public, employees and adequate storage.

## Treasurer – Motor Vehicle

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Influx of people into Gallatin County. 2 . Increase in number & variety of vehicles and trailers. 3 . New State Programs ( i.e. special plates, fees, etc.) 4 . Law changes as provided by State of Montana 5 . Software changes as provided by State of Montana 6 . New plate issuance of the ND06 in January 2006.				

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Number of Titles processed	32,868	27,810	36,236	32,500
2 . Number of Registrations processed	83,998	87,026	75,390	76,000

## Comments

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### Treasurer – Delinquent Tax Collection

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#### Activity Overview

The Treasurer - Delinquent Tax Collection activity of Gallatin County Treasurer's Office staffing was changed based on the County Treasurers' request for FY 2006. The activity deals with delinquent tax research, notification and collections; tax lien assignments, redemptions and tax deed processing and bankruptcy filings and tracking.

Delinquent tax collection has three primary functions:

- 1) Delinquent Tax Research, Notification and Collections;
- 2) Tax Lien Assignments, Redemptions, and Tax Deed Processing; and,
- 3) Bankruptcy Filings and Tracking.

The decrease in Personnel shows the low delinquent tax amounts still to be collected.

The Gallatin County Treasurer's Office/Delinquent Tax Collection continues to collect delinquent taxes that reduce taxes for all county taxpayers. The continued collection of these delinquent taxes allows the State of Montana, Gallatin County, cities, schools, fire districts and all other special districts to levy the minimum amount of taxes needed. Without the collection of \$3 million in Real Property Taxes, \$340,000 in Personal Property Taxes and \$370,000 in Mobile Home taxes in 2007 all taxpayers would be paying higher taxes.

Estate taxes in a manner consistent with standard process.

- Develop and utilize Customer Survey.
- Fair, evenhanded application of the laws relative to collection of delinquent taxes.
- Maintain accurate databases on delinquent tax process, procedures and activity.
- Train employees on a yearly basis.

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#### Recent Accomplishments

- Writs of Execution researched, processed and delivered to Gallatin County Sheriff.
- Notices mailed to delinquent property owners.
- Collection of \$14,955 in fees from delinquent taxpayers.
- Researched, prepared and presented List of Tax Deeds to the Gallatin County Commission for County Tax Deed process.

#### Activity Goals

- Define and Request upgrades to Web Tax Module.
- Collection of Delinquent Mobile Home, Personal Property and Real

# GENERAL GOVERNMENT

## Treasurer – Delinquent Tax Collection

### Activity Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 44,169	\$ 48,636	\$ 30,580	\$ 30,800	\$ 23,987	\$ 23,986
Operations	43,174	42,111	49,547	51,033	51,033	51,033
Debt Service	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 87,343</b>	<b>\$ 90,747</b>	<b>\$ 80,127</b>	<b>\$ 81,833</b>	<b>\$ 75,020</b>	<b>\$ 75,019</b>

### Budget by Fund Group

General Fund	\$ 87,343	\$ 90,747	\$ 80,127	\$ 81,833	\$ 75,020	\$ 75,019
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 87,343</b>	<b>\$ 90,747</b>	<b>\$ 80,127</b>	<b>\$ 81,833</b>	<b>\$ 75,020</b>	<b>\$ 75,019</b>

### Funding Sources

Tax Revenues	\$ 13,403	\$ 23,625	\$ 23,389	\$ 23,389	\$ 23,625	\$ 15,355
Non-Tax Revenues	68,460	40,283	33,753	35,000	35,000	35,797
Cash Reappropriated	5,480	26,839	22,985	23,444	16,395	23,867
<b>Total</b>	<b>\$ 87,343</b>	<b>\$ 90,747</b>	<b>\$ 80,127</b>	<b>\$ 81,833</b>	<b>\$ 75,020</b>	<b>\$ 75,019</b>

### Activity Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Part-Time	Delinquent Tax Collector	0.46
Total Program FTE			0.46



### Treasurer – Delinquent Tax Collection

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#### 2008 Budget Highlights

##### Personnel

- Personnel changed for half of FY07 and FY08 to 1 Part-Time position instead of 2 Part-time positions. Moved the part-time position to the Treasury/Tax Billing with the intention for this position to assist the Delinquent Tax Collector periodically.

##### Operations

- 

##### Capital

- 

#### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which Treasurer - Delinquent Tax Collection is striving to fulfill those goals.

##### Exceptional Customer Service

- Survey of Customer needs through use of comment cards
- Collection of delinquent taxes
- Fair, evenhanded application of the Law
- Accurate Recordkeeping

##### Be a Model for Excellence in Government

- Follow through on delinquencies
- Database for returned mailings
- CD Rom delinquent property lists
- Database for tax deed, assignment, and redemptions

##### Improve Communications

- Training and Staff meetings for improved communications

##### To be the Employer of Choice

- Create an Office Policy Manual for all employees
- Implement Target Market for employees within department
- Retain current staff

## Treasurer – Delinquent Tax Collection

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Increase in Real Estate tax delinquency rates	0.00387			
2 . Increase in mobile homes/businesses delinquency rates	0.00830			
3 . Assignments activity numbers	48	207	251	95
4 . Redemption activity numbers	24	170	181	76

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Delinquencies collected	\$ 733,494	\$ 3,608,562	\$ 3,639,000	\$ 1,600,000
2 . Tax Lien Assignments				
3 . Redemption & Tax Deed Processing				
4 . Bankruptcy filings and tracking		7	5	

## Comments

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## County Attorney

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### Department Overview

The Office of County Attorney prosecutes all felony crimes committed in the County, as well as all misdemeanor crimes committed outside of the limits of the incorporated cities and towns. The Office handles all abuse and neglect cases and juvenile cases. It advises crime victims in a competent and professional manner. The Office of County Attorney promotes public safety and ensures offender accountability by handling an increasing criminal caseload; advocating for victims and victim's rights; facilitating financial restitution for victims; creating and refining processes to deal with criminal justice issues; providing sound legal advice to all offices, departments, and local government entities; and providing good representation for the County in all civil cases.

Staffing for the office includes: six administrative support positions; seven criminal, youth and juvenile prosecutors, three civil attorneys, the County Attorney; and one victim/witness support position. The department also reviews, monitors, and bills third party insurance for payment of mental evaluations within the County.

The focus for the FY 08 Budget is the addition of a Chief Civil Deputy Attorney; payment of salaries for senior attorneys and administrative staff that are more commensurate with what private attorneys and paralegals are paid in Gallatin County. Increased pay will help reduce turnover thereby increasing productivity and providing better service to county residents.

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### Department Goals

- To protect public safety and ensure offender accountability by handling the ever increasing criminal caseload.
  - To advocate for victims and victim's rights.
  - To facilitate financial restitution for victims.
  - To create and refine processes to deal with criminal justice issues.
  - To provide sound legal advice to all County offices, departments and local government entities (special districts).
  - To provide good representation for the County in all civil cases.
- 

### Recent Accomplishments

- The sexual assault team, spearheaded by Ashley Harrington, has improved the investigation and prosecution of sexual assault cases in Gallatin County
- The County Attorney filed Montana's first enforcement action regarding unlawful diversion of water
- The civil staff dealt with myriad development issues such as county-wide zoning, transfer of development rights, and water resources

# GENERAL GOVERNMENT

## County Attorney

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 801,875	\$ 964,577	\$ 905,927	\$ 1,162,919	\$ 1,125,342	\$ 1,176,898
Operations	192,973	225,661	197,209	228,952	226,952	226,952
Debt Service	-	-	-	-	-	-
Capital Outlay	15,160	-	-	2,500	2,500	2,500
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,020,884</b>	<b>\$ 1,190,238</b>	<b>\$ 1,103,136</b>	<b>\$ 1,394,371</b>	<b>\$ 1,354,794</b>	<b>\$ 1,406,350</b>

#### Budget by Fund Group

General Fund	\$ 1,005,884	\$ 1,190,238	\$ 1,103,136	\$ 1,394,371	\$ 1,354,794	\$ 1,406,350
Special Revenue Funds	15,000	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,020,884</b>	<b>\$ 1,190,238</b>	<b>\$ 1,103,136</b>	<b>\$ 1,394,371</b>	<b>\$ 1,354,794</b>	<b>\$ 1,406,350</b>

#### Funding Sources

Tax Revenues	\$ 364,469	\$ 424,931	\$ 364,469	\$ 618,562	\$ 572,931	\$ 484,245
Non-Tax Revenues	402,379	468,880	402,379	468,880	468,880	440,098
Cash Reappropriated	254,035	296,427	336,288	306,929	312,983	482,006
<b>Total</b>	<b>\$ 1,020,884</b>	<b>\$ 1,190,238</b>	<b>\$ 1,103,136</b>	<b>\$ 1,394,371</b>	<b>\$ 1,354,794</b>	<b>\$ 1,406,350</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	County Attorney	1.00
1	Full-Time	Chief Deputy County Attorney	2.00
8	Full-Time	Deputy County Attorneys	8.00
3	Full-Time	Legal Secretary III	3.00
3	Full-Time	Administrative Support	3.00
1	Full-Time	Property Witness Assistant	1.00
	Temporary	Intern	
Total Program FTE			18.00

### County Attorney

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#### 2008 Budget Highlights

##### Personnel

- Chief Civil Deputy County Attorney added, plus adjustment for senior deputy wage parity.

##### Operations

- Increase for new employee

##### Capital

- Computer for new employee - 2,500

#### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the County Attorney Office is striving to fulfill those goals.

##### Exceptional Customer Service

- The office has seen only one not guilty verdict in a felony criminal case in the last two years.
- Deputies Kim Dudik, John Worsfold, and Kyla Murray all obtained guilty verdicts in their first felony jury trials.
- The Public Defender's Office changed from County to State control beginning July 1, 2006. The transition was a smooth one, thanks in part to the administrative work of Chief Deputy Todd Whipple.
- The Civil Division opened 606 files on planning, contract, and litigation matters.

##### Be Model for Excellence in Government

- Continue and Enhance Victim Advocacy office.
- Meet public demand for civil health and zoning code enforcement.

##### Improve Communications

- Training and Staff meetings for improved communications.

##### To be the Employer of Choice

- Training and Staff meetings for improved communications.
- Maintain wages commensurate with private sector.

## County Attorney

## WORKLOAD INDICATORS/PERFORMANCE MEASURERS

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Felony requests for prosecution	439	408	341	
2 . New Misdemeanor cases	781	828	806	
3 . Requests for Prosecution-Both Felony & Misdemeanor	477	437	428	
4 . Revocation - Dept. of Corrections	106	113	110	
5 . Bad Check Cases	269	404	193	
6 . Juvenile Cases opened	77	83	117	
7 . Involuntary Commitments	54	48	42	
8 . Post Conviction Relief cases	12	15	8	
9 . Child Abuse & Neglect petitions filed	34	21	39	
10 . Bail revocation cases filed			87	

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Increase use of victim/witness questionnaire to 90%				
2 . Percent Convicted of offense				
3 . Goal of plea to the "top count" 100%				

## County Auditor

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### Department Overview

The Gallatin County Auditor's Office independently serves the citizens of Gallatin County by promoting accountability, fiscal integrity and openness in county government. The Office ensures the proper use of public resources by following laws, regulations and by working with local government and its citizens.

The County Auditor is an elected position, elected to a four-year term. In general, the Auditor's responsibilities include, but are not limited to the following:

To audit all claims against the county for compliance with county policies, state law and generally accepted accounting principles. Based on this review the Auditor makes a recommendation to the Board of County Commissioners to approve or deny payment of each claim presented. The County Auditor also examines the books and accounts of county and township officers on a quarterly basis and other duties assigned by the County Commissioners.

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### Department Goals

- To promote open and accountable government by providing independent and impartial reviews, public access to information, and service for County government and the public.
  - To ensure that County government is honest, efficient, effective, equitable and fully accountable to its citizens.
  - Effect change when needed and support exiting good practices with technical assistance, advocacy special studies and audits.
- 

### Recent Accomplishments

- Continued to increase the scope of scheduled audits.
- Conducted special audits of the Detention Center, Clerk of District Court and Solid Waste Management District.
- Continued to work closely with the Clerk & Recorder's Accounting Office to minimize duplication of work.
- Continued to reduce staff.
- Worked with Court Services – a new County Department to establish and implement appropriate internal controls.
- Continued to assist with special projects on Gallatin County Solid Waste Management District.
- Continue to clean up Vendor Accounts
- Worked with the Treasurer's Office to account for all monies at the Fair gates.
- Assisted in training County staff on Accounting and Auditing policies and procedures.
- Detected and reported fraud.
- Conducted one-on-one training with individuals.
- Established F.A.AC.T meetings consisting of the Finance, Auditor, Accounting and Treasurer's Office to facilitate better communication within county offices.

# GENERAL GOVERNMENT

## County Auditor

### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 122,106	\$ 131,388	\$ 135,004	\$ 155,211	\$ 156,491	\$ 156,538
Operations	19,520	19,976	17,562	20,300	20,300	17,683
Debt Service	-	-	-	-	-	-
Capital Outlay	1,436	29,000	29,000	4,000	4,000	4,000
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 143,062</b>	<b>\$ 180,364</b>	<b>\$ 181,566</b>	<b>\$ 179,511</b>	<b>\$ 180,791</b>	<b>\$ 178,221</b>

### Budget by Fund Group

General Fund	\$ 141,626	\$ 162,364	\$ 163,566	\$ 179,511	\$ 180,791	\$ 178,221
Special Revenue Funds	1,436	18,000	18,000	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 143,062</b>	<b>\$ 180,364</b>	<b>\$ 181,566</b>	<b>\$ 179,511</b>	<b>\$ 180,791</b>	<b>\$ 178,221</b>

### Funding Sources

Tax Revenues	\$ 42,326	\$ 53,362	\$ 53,717	\$ 53,109	\$ 53,488	\$ 49,965
Non-Tax Revenues	71,500	90,143	90,743	89,716	90,356	78,522
Cash Reappropriated	29,237	36,860	37,105	36,685	36,947	49,734
<b>Total</b>	<b>\$ 143,062</b>	<b>\$ 180,364</b>	<b>\$ 181,566</b>	<b>\$ 179,511</b>	<b>\$ 180,791</b>	<b>\$ 178,221</b>

### Department Personnel

#### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Elected County Auditor	1.00
1	Full-Time	Accountant	1.00
0.5	Half-Time	Accountant	0.46
Total Program FTE			2.46



## County Auditor

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### 2008 Budget Highlights

#### Personnel

- The Auditor's Office is requesting an additional half time accountant to help meet the current and future demands of the County on this office.

#### Operations

- The Auditor's Office is requesting a slight increase in operational expenses to keep up with the demands on this office.

#### Capital

- The Auditor's Office is requesting a total of \$4,000 for capital budget appropriations which include \$1,000 in reserve to replace a 5+ year old printer to be purchased in FY 2009, \$2,000 for a computer replacement for the current accountant position whose computer is currently out of warranty and out of service, and \$1,000 toward the purchase of a computer for the new position if granted.

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Auditor's Office is striving to fulfill those goals.

#### Exceptional Customer Service

- Continue to promote open and accountable government by providing independent and impartial reviews, public access to information, and service for County government and the public.
- During the 2007 budget year, the Auditor's Office will begin posting all credit card activities and audit reports on the external website to better enable public access and review.

#### Be Model for Excellence in Government

- To ensure that County government is honest, efficient, effective, equitable and fully accountable to its citizens.
- Effect change when needed and support existing good practices with technical assistance, advocacy, special studies and audits.
- Continue level of service to taxpayers, vendors and county employees
- Continue to find ways to reduce duplication of work and eliminate excess in county government.

#### Improve Communications

- Continue to facilitate meetings between Elected Officials, Departments and Agencies to resolve issues.
- Continue to help train Elected Officials, Department Heads and staff on any existing policies, new policies and any changes to those policies.

#### To be the Employer of Choice

- Promote training and education of Auditor staff.
- Assist in training other county staff when and where necessary.

## County Auditor

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Number of Quarterly Audits Assigned	36	36	36	36
2 . Number of Special Audits/Projects Assigned	3	5	10	24
3 . Number of invoices reviewed and processed	20,842	21,292	21,600	22,000

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Quarterly Audits Completed	89%	72%	75%	90%
2 . Special Audits/Projects Completed	100%	60%	80%	90%
3 . Unqualified audit - Countywide	100%	100%	100%	100%

## Comments

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## Clerk & Recorder/Surveyor

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### Department Overview

The Clerk & Recorder is an Elected Official serving a four-year term. The position was consolidated with the County Surveyor so the Elected position is officially the County Clerk & Recorder / Surveyor. The Department is a part of the General Fund with a major portion of funding for the department coming from Fees collected as allowed by state law.

The Clerk & Recorder is responsible for three activities.

- Accounting responsible for the maintenance, tracking and reporting on County financial records, statements and the Annual Financial Report;
- Election activities dealing with all state, county, municipal, special district and special elections in the County;
- Document Recording and Indexing entails the maintenance of public records pertinent to lands;

In addition the Clerk & Recorder is the Clerk to the Board of County Commissioners.

The Surveyor portion of the Clerk & Recorder's job does not include staff positions specifically identified. A stipend for the Surveyor duties was added to the Clerk & Recorder's base salary.

The Clerk & Recorder acts as the County Election Administrator. State Law was amended to allow for additional compensation be paid to those Clerk & Recorder's who acts as the Election Administrator. The County approved payment of this stipend effective in October of 2005 per state law.

Records Preservation is a separate fund established by state law. Revenues are generated from a fee on documents filed with the Clerk & Recorder. This fund is an integral portion of the Clerk & Recorder Recording Activity. This fund increases the Recording area to maintain and protect the documents on file within the office. Without this funding source the ability to enhance records storage through digital / CD or other method would be delayed and may have to be stopped because of lack of funding.

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### Department Goals

- See Activity pages for specific goals

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### Recent Accomplishments

- See Activity pages for specific goals

Budget by Fund Group												
General Fund	\$	1,018,170	\$	1,438,247	\$	1,137,457	\$	1,306,199	\$	1,320,030	\$	1,323,685
Special Revenue Funds		243,467		843,985		205,000		954,977		954,977		954,977
Debt Service Funds		-		-		-				-		-
Capital Project Funds		-		-		-				-		-
Enterprise Funds		-		-		-				-		-
Internal Service Funds		-		-		-				-		-
Trust & Agency Funds		-		-		-				-		-
Total	\$	1,261,637	\$	2,282,232	\$	1,342,457	\$	2,261,176	\$	2,275,007	\$	2,278,662

Tax Revenues	\$ (2,523)	\$ 174,022	\$ 88,102	\$ 141,300	\$ 133,619	\$ 110,609
Non-Tax Revenues	1,436,349	1,420,440	1,432,222	1,255,452	1,255,671	1,223,468
Cash Reappropriated	(172,190)	687,770	(292,573)	864,447	885,718	944,585
<b>Total</b>	<b>\$ 1,261,636</b>	<b>\$ 2,282,232</b>	<b>\$ 1,227,752</b>	<b>\$ 2,261,199</b>	<b>\$ 2,275,007</b>	<b>\$ 2,278,662</b>

## Clerk & Recorder - Accounting

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### Activity Overview

The Clerk & Recorder is responsible for the maintenance, tracking and reporting of the county financial records, statements and the Annual Financial Report.

In accomplishing these duties the Clerk & Recorder hires a professional staff accountant and accounting technicians / clerks. For FY 08 staffing has been increased by a ½ FTE Accountant position. This position is shared with the County Auditor allowing the hiring of a full time employee. The activity prepares the Annual Financial Report, reviews all purchase orders, recommends changes as needed in coding or information, inputs the purchase orders, prepares a voucher list and mails warrants (checks) to vendors, on a weekly basis.

The staff also monitors and implements mandated changes in reporting requirements and accounting principles and practices. The staff prepares monthly reports for departments, prepares the Annual Financial Report, and maintains the County General Ledger, Fixed Asset system, and GASB 34 Reporter. The addition of the new position will allow the preparation of a Consolidated Annual Financial Report (CAFR) over time and possibly submittal of the CAFR for a Certificate of Excellence in Reporting.

The activity handles the needs of 13 Elected Officials, 16 Department Heads, and 6 Administrative Directors. To account for the County's Activities the office maintains major government funds including the General Fund, Public Safety Fund, RID Bonds, Open Space Bond Fund, Rest Home, Landfill District and Refuse District. In addition the office supports Non-Major Governmental funds including 139 Operating Funds, 4 Debt Funds, 17 Capital Funds, 7 Revolving Funds and 187 Trust and Agency Funds.

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### Activity Goals

- Prepare annual financial statements that meet state and federal requirements and deadlines.
  - Distribute month-end reports within three business days after download from Treasurer's Office;
  - Improve accuracy, efficiency and timeliness with a focus on taxes receivable, and protested taxes reconciliation, year-end closing and adjusting journal entries;
  - Enhance fixed asset control and claim procession
  - Continue decentralization of the Budget, and Claims processes.
  - Improvement of Annual Financial Report to a CAFR for potential submittal to GFOA for a Certificate of Achievement for Excellence in Financial Reporting.
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### Recent Accomplishments

- Implementation of the final minimum requirements for Fixed Asset tracking.
- Started decentralization of the claims process for the County's Departments.
- Received Unqualified opinion with only one comment from External Auditors.

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### Budget by Fund Group

## Funding Sources

Department Personnel

No	FT/PT	Title	FTE
1.5	Full-Time	Accountants	1.46
2	Full-Time	Accounting Clerks	2.00
Total Program FTE			3.46

## Clerk & Recorder - Accounting

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### 2008 Budget Highlights

#### Personnel

- Addition of a half time accountant Upgrade Clerk positions to Band 5 from Band 4.

#### Operations

- Acquisition of needed non capital equipment, the travel and training for update of a new ½ time accountant.

#### Capital

- Half cost of a computer \$1,000, One new HP 4350 printer \$3000.00, Copier Reserve \$3,500

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Clerk & Recorder - Accounting department is striving to fulfill those goals.

#### Exceptional Customer Service

- Prepare annual financial statements that meet state and federal requirements & deadlines.
- Distribute month-end reports within three (3) full business days after download from Treasurer's Office.
- Improve accuracy, efficiency and timeliness of department with a focus on taxes receivable, and protested taxes reconciliation, year-end closing and adjusting entries, financial statement preparation, fixed asset control, decentralization of claim processing and start the process for accounting for the Post-employment Benefit Plans Other Than Pension Plans.

#### Be Model for Excellence in Government

- Receive Unqualified Opinion from External Auditors.
- Continue training staff on the Eden System.
- Streamline procedures for one time data entry to accomplish GASB 34 conversions.
- Continue support for the decentralization of the budget process.
- Improvement of CAFR for potential submittal to GFOA for a Certificate of Achievement for Excellence in financial Reporting.
- Finish the training for County employees on decentralization of claims.

#### Improve Communications

- Increase Communication with the General Public.
- Continue Annual Training for County Claims processing employees and their Supervisors.

#### To be the Employer of Choice

- Provide Professional Work Environment.
- Retain Current employees.

## Clerk &amp; Recorder - Accounting

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Timely payments to vendors	20,842	21,292	21,492	22,300
2 . Number of checks written	10,023	9,743	16,485	16,500
Voided & corrected warrants issued	50	42	40	39
Dollar volume of checks issued in Millions of Dollars	18.17	20.89	22.38	23.00
3 . Fixed Asset Tracking in Millions of Dollars	27.388	178.788	182.000	183.000
4 . Number of Journal Entries and Adjustments	1,325	1,359	1,375	1,380
5 . Review & Correction of Dept. Coding (Errors Found)	805-3months	3,189	3,100	3,000
6 . Month end Closings and Financial Closings	13	13	13	13
7 . Year end Financial Statements Prepared	2	2	2	2
8 . External Audit Completions	1	1	1	1

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Payment of vendor invoices the week of submittal	99.80%	99.90%	99.95%	99.95%
2 . Print Checks for invoices weekly & Void Checks	100.00%	100.00%	100.00%	100.00%
3 . Journal entries and corrections completed within the month received.	99.00%	100.00%	99.50%	100.00%
4 . Review and Correct Dept. Coding Weekly	100.00%	100.00%	100.00%	100.00%
5 . Month end close within 3 days of CSA download	95.00%	100.00%	97.00%	100.00%
6 . Financial Statement to meet State & Federal deadlines.	100.00%	100.00%	100.00%	100.00%
7 . Unqualified External Audit.	100.00%	100.00%	100.00%	100.00%

## Commentary

The numbers for workload indicators can be somewhat misleading. Examples of this statement are the number of invoices processed. Not all invoices will generate 1 line item to correct or enter. The numbers here could vary from 1 to 30. Another example is the number of journal entries or adjustments. Each journal entry will not be only 2 line entries. Line entries in this case could vary from 2 to 700.

Changes in reporting requirements, and increased GASB pronouncements and changes also impact an Accounting Department our size quite adversely. We also have to keep in mind the growth of Gallatin County. As the population increases, all services supplied by, and public demands on individual departments will increase. As the departments increase their services and operations the Accounting Department will be directly impacted by those demands placed on each department.



### Clerk & Recorder - Elections

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#### Activity Overview

The Gallatin County Election Office is part of the Clerk and Recorder's Office in the General Fund, and is under the supervision of the Clerk & Recorder/ Surveyor. The Office does not generate a significant amount of non-tax revenue.

The Election Office is responsible for elections held within the county. The staff maintains the voter registration database and election management software, and holds elections required by federal, state, and county government. The voter registration database is Gallatin County's portion of the statewide database known as Montana Votes. The office also conducts elections for the Cities and Towns of Belgrade, Bozeman, Manhattan, Three Forks, and West Yellowstone, and various special districts including fire, water/sewer, and resort districts. In addition, the office provides election materials to the various school districts to assist them in performing their election duties.

Federal Laws regulating functions of the office include the National Voter Registration Act (NVRA) and the Help America Vote Act (HAVA). HAVA has been cited as the most significant election reform of federal election law since the Voting Rights Act of 1965.

The Clerk & Recorder acts as the County Election Administrator. State Law was amended to allow for additional compensation be paid to those Clerk & Recorder's who act at the Election Administrator. The County approved payment of this stipend effective in October of 2005 per state law.

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#### Activity Goals

- Successfully complete 5 Municipal Primary (if required) and General Elections
  - Purchase 23 additional new precinct counters (M100's)
  - Complete compliance with HAVA.
  - Continuing to improve Polling Place Accessibility
  - Train 300+ Election Judges
  - Develop processes for late registration on Election Day
  - Handle filings and elections for:
    - 14 Rural Fire Districts
    - 11 Water & Sewer Districts
    - 1 Resort District; and,
    - Any special elections that may arise.
    - Provide 18 School Districts voter registers and election materials.
- 

#### Recent Accomplishments

- Completed the countywide federal, state, and local general election.
- Completed successfully 7special district mail ballot elections.
- Purchased 24 precinct counters for Election Day
- Mailed approximately 12000 NVRA confirmation cards which will clean up our voter database
- Improved accessibility to polling places.

## GENERAL GOVERNMENT

### Clerk & Recorder - Elections

#### Activity Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ 119,556	\$ 153,818	\$ 134,720	\$ 154,555	\$ 146,718	\$ 147,388
Operations	119,556	196,255	179,287	200,001	200,001	200,001
Debt Service	-	-	-	-	-	-
Capital Outlay	16,379	353,225	145,377	177,506	177,506	177,506
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 255,491</b>	<b>\$ 703,298</b>	<b>\$ 459,384</b>	<b>\$ 532,062</b>	<b>\$ 524,225</b>	<b>\$ 524,895</b>

#### Budget by Fund Group

General Fund	\$ 255,491	\$ 703,298	\$ 459,384	\$ 532,062	\$ 524,225	\$ 524,895
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 255,491</b>	<b>\$ 703,298</b>	<b>\$ 459,384</b>	<b>\$ 532,062</b>	<b>\$ 524,225</b>	<b>\$ 524,895</b>

#### Funding Sources

Tax Revenues	\$ 27,277	\$ 211,026	\$ 102,195	\$ 183,698	\$ 175,861	\$ 138,602
Non-Tax Revenues	150,200	326,813	211,813	170,858	170,858	170,858
Cash Reappropriated	78,014	165,459	145,377	177,506	177,506	215,434
<b>Total</b>	<b>\$ 255,491</b>	<b>\$ 703,298</b>	<b>\$ 459,384</b>	<b>\$ 532,062</b>	<b>\$ 524,225</b>	<b>\$ 524,895</b>

#### Activity Personnel

##### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Election Supervisor	1.00
2	Full-Time	Support Staff	2.00
Total Program FTE			3.00

## Clerk & Recorder - Elections

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### 2008 Budget Highlights

#### Personnel

- Increased temporary election workers to handle increased absentee ballots and late registration process during the last 30 days before an election.

#### Operations

- No increase in operations from the previous year, other than for fixed costs.

#### Capital

- Precinct Counters \$117,000
- Polling Places 60,506

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Clerk & Recorder - Election department is striving to fulfill those goals.

#### Exceptional Customer Service

- Accurate Election information easily accessible to the public.
- Respond to inquiries in a customer friendly manner.

#### Be Model for Excellence in Government

- Timely response to election queries.
- Retain the integrity of the election process

#### Improve Communications

- Interdepartmental Communication.
- Improve access to public information (information on website and media blitz)

#### To be the Employer of Choice

- A pleasant, respectful work environment.
- Retain current staff.

## Clerk &amp; Recorder - Elections

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Number of voter applications processed	N/A	3,173	9,500	13,000
2 . Number of confirmation cards issued to voters	N/A	14,000	10,500	13,000
3 . Trained election judges	N/A	285	0	400
4 . Number of ballots mailed	N/A	45,095	30,731	65,000
5 . Number of signatures verified	N/A	25,048	29,327	36,000
6 . Conduct successful elections	N/A	4	8	7

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Percentage of voter registration applications processed within 60 days	N/A	N/A	N/A	98%
2 . Percent of confirmation cards mailed weekly	N/A	85%	90%	98%
3 . Results compiled from Election Judge Post Election Survey	N/A	-	0%	100%
4 . Percent of Absentee ballots mailed by required deadline	N/A	100%	100%	100%
5 . Percent of Mail ballots mailed by required deadline	N/A	100%	100%	100%
6a . Meet certification deadlines	N/A	100%	100%	100%
6b . Meet notification deadlines	N/A	100%	100%	100%
6c . Meet counting / canvass deadlines	N/A	100%	100%	100%

## Commentary

## Clerk & Recorder - Records

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### Activity Overview

By Montana Law, the Recording Activity within the Clerk & Recorder's Office is responsible for the recording, indexing, safe keeping of land, county and birth / death documents. The activity also is responsible for the recording and maintenance of minutes for the County Commission.

Fees collected by the Clerk and Recorders' - Recording Activity generate a net income to the County General Fund and the Records Preservation Fund, as shown in the budget information on the next page. These revenues offset some of the costs associated with the other Clerk & Recorder activities (Accounting and Elections).

The Records Department is a high traffic department that is greatly influenced by growth in Gallatin County. The first priority is to help the public find the records that they need. It is the goal to do this in an efficient manner that relies on technology and knowledgeable, helpful staff. The time that it takes to process documents is also a key to good service in the Recording Department. The records need to be accurate and as up to date as possible.

Records are currently in several different formats, including paper, microfilm and digital images. The Department is in the process of converting the older formats into the newer and more convenient and accessible digital format. This is a long-term project that will take years to complete.

Another duty of the Clerk & Recorder's Office is to provide certified searches of the records. Commonly, these include Uniform Commercial Code filings, Liens and other various real estate documents.

Other types of documents that the Clerk & Recorder maintains are the supporting documentation of the County Commission actions. This includes Resolutions, Ordinances and Contracts that must be indexed and copied and distributed accurately.

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### Activity Goals

- Maintain under a two-week turn around time for returning documents to customers.
  - Improve public access to records through electronic media (website, road petition database and vitals database).
  - Migrate GIS data to geodatabase.
  - Assist customers to find the records they need in an efficient helpful manner.
- 

### Recent Accomplishments

- Maintained less than two-week turn around time for returning documents 43% of the time.
- Improved public access to certain records through electronic media – Commission minutes available via internet.
- Converted existing microfilmed records to digital images for use with CRIS+Plus.
- Mailed approximately 4,200 tax notices to RID Maintenance owners.
- Have added revenues to the General Fund and Records Preservation Fund by processing an average of 152 documents per day.
- Instituted monthly staff meetings to improve departmental communication.

## GENERAL GOVERNMENT

### Clerk & Recorder - Records

#### Activity Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	412,671	\$ 485,642	\$ 441,583	\$ 474,170	\$ 496,699	\$ 500,733
Operations	73,662	79,922	74,612	84,330	84,330	84,330
Debt Service	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 486,333</b>	<b>\$ 565,564</b>	<b>\$ 516,195</b>	<b>\$ 558,500</b>	<b>\$ 581,029</b>	<b>\$ 585,063</b>

#### Budget by Fund Group

General Fund	\$ 486,333	\$ 565,564	\$ 516,195	\$ 558,500	\$ 581,029	\$ 585,063
Special Revenue Funds	-	-	-	-	-	-
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 486,333</b>	<b>\$ 565,564</b>	<b>\$ 516,195</b>	<b>\$ 558,500</b>	<b>\$ 581,029</b>	<b>\$ 585,063</b>

#### Funding Sources

Tax Revenues	\$ (76,627)	\$ (82,229)	\$ (65,783)	\$ (81,202)	\$ (81,202)	\$ (72,816)
Non-Tax Revenues	990,879	850,000	942,686	850,000	850,000	771,060
Cash Reappropriated	(427,919)	(202,207)	(360,708)	(210,298)	(187,769)	(113,181)
<b>Total</b>	<b>\$ 486,333</b>	<b>\$ 565,564</b>	<b>\$ 516,195</b>	<b>\$ 558,500</b>	<b>\$ 581,029</b>	<b>\$ 585,063</b>

#### Department Personnel

##### Personnel Summary

No	FT/PT	Title	FTE
1	Full-Time	Elected Clerk & Recorder/Surveyor	1.00
1	Full-Time	Recording Supervisor	1.00
1	Full-Time	GIS Technician	1.00
7	Full-Time	Support Staff	7.00
1	Part-Time	Support Staff	0.75
Total Program FTE			10.75

## Clerk & Recorder - Records

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### 2008 Budget Highlights

#### Personnel

- Decreased overtime costs in budget to contribute to overtime funds for the Accounting Department.

#### Operations

- Small increase due to increased fixed costs and mailing costs.

#### Capital

- Capital expenditures are included in the Record Preservation Budget.

### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Clerk & Recorder Records department is striving to fulfill those goals.

#### Exceptional Customer Service

- Knowledgeable, friendly, helpful staff.

#### Be Model for Excellence in Government

- Clear, consistent, accurate, accessible records using the best technology available.
- Accurately account for all revenue.

#### Improve Communications

- Internal Department communication.
- Communication with the public.
- Meet statutory requirements related to the recording of documents.
- Prepare long-term growth plan for the department.

#### To be the Employer of Choice

- Staff has training opportunities available to them.

## Clerk &amp; Recorder - Records

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Documents filed/recorded	37,819	40,209	37,798	38,000
2 . Deeds recorded	7,579	7,759	6,120	6,200
3 . Plats/surveys filed	295	243	258	260
4 . New Condominium declarations recorded	52	78	62	65
5 . Total Receipts	22,313	23,807	22,936	23,000
6 . Number of certified birth certificates issued	3,183	3,362	4,064	4,000
7 . Number of certified death certificates issued	2,832	3,769	4,310	4,300
8 . Minutes completed for County Commission Meetings	71	96	94	95

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Estimated FY 2007	Projected FY 2008
1 . Process documents within 2 weeks of receipt.	100%	100%	43%	100%
2 . Percent receipts completed without edit	98%	97%	98%	98%
3 . Birth Certificates issued same day as request		100%	100%	100%
4 . Death Certificates issued same day as request		100%	100%	100%
5 . Commission minutes posted on website within 4 weeks	78%	93%	62%	90%

## Comments



## Clerk & Recorder – Records Preservation

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### Activity Overview

The Records Preservation Fund tracks revenues generated from a fee approved by the legislature for the Clerk and Recorder to maintain and preserve the records on file in the office.

The budget for the Records Preservation Fund has revenues that are reported and segregated in a separate fund. This fund allows the County to keep county records in a proper and professional manner. Expenses in this fund assist the Clerk and Recorder in preservation of records and provide services to customers by:

- Replacement of computers;
- Purchase new document management software;
- Maintenance of equipment;
- Conversion of microfilm to digital format;
- Conversion of digital files to microfilm.
- Repair and preservation of historical paper records; and,
- Set aside funds for future records needs (shelving, cabinets, updates, equipment, off-site records storage).

The Records Preservation Fund is used for operating and capital expenses with no money being used to pay wages or salaries of the Recording Personnel.

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### Activity Goals

- Improve public access to records through electronic media (website, road petition database and vitals database).
  - Convert remaining microfilmed records to digital images for use with the CRIS+plus system.
  - Purchase new document recording software.
  - Rebind more survey record books.
  - Preserve existing paper records for future use by the public.
- 

### Recent Accomplishments

- Converted existing microfilmed records to digital images for use with CRIS+plus. Have completed all images that are currently computerized back to 1990.
- Converted digital images to microfilm for archival purposes.
- Have received significant revenues for the Records Preservation Fund.
- Purchased 4 new computers for Recording Department.
- Rebound and laminated 105 survey record books and 3 Index books.
- Purchased Eagle CM Document Management Software.
- Purchased EagleWeb browser for Eagle CM Document Management Software.

## GENERAL GOVERNMENT

### Clerk & Recorder – Records Preservation

#### Department Budget

Object of Expenditure	Actual FY 2006	Final FY 2007	Actual FY 2007	Request FY 2008	Preliminary FY 2008	Final FY 2008
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	38,467	188,730	90,295	122,477	122,477	122,477
Debt Service	-	-	-	-	-	-
Capital Outlay	205,000	655,255	-	832,500	832,500	832,500
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 243,467</b>	<b>\$ 843,985</b>	<b>\$ 90,295</b>	<b>\$ 954,977</b>	<b>\$ 954,977</b>	<b>\$ 954,977</b>

#### Budget by Fund Group

General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special Revenue Funds	243,467	843,985	205,000	954,977	954,977	954,977
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
Trust & Agency Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 243,467</b>	<b>\$ 843,985</b>	<b>\$ 205,000</b>	<b>\$ 954,977</b>	<b>\$ 954,977</b>	<b>\$ 954,977</b>

#### Funding Sources

Tax Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Tax Revenues	232,050	180,000	205,000	180,000	180,000	182,316
Cash Reappropriated	11,417	663,985	(114,705)	775,000	774,977	772,661
<b>Total</b>	<b>\$ 243,467</b>	<b>\$ 843,985</b>	<b>\$ 90,295</b>	<b>\$ 955,000</b>	<b>\$ 954,977</b>	<b>\$ 954,977</b>

#### Department Personnel

##### Personnel Summary

No	FT/PT	Title	FTE
Staff is not funded in the Records Preservation Fund			
Total Program FTE			0.00

### Clerk & Recorder – Records Preservation

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#### 2008 Budget Highlights

##### Personnel

- Staff is not funded with Record Preservation money

##### Operations

- Convert archival microfilm to digital images.
- Convert digital images to archival microfilm.
- Rebinding and laminating historical records.
- Maintenance contracts for record management and document management software.

##### Capital

- Computer/printer reserve \$25,000.
- Record storage facility project reserve \$475,000.
- Outlay for computers (5) \$12,500, Document recording software \$250,000, copier \$10,000, HP Plotter \$15,000, Storage Study \$35,000, Filing cabinets \$5,000, Printer \$5,000.

#### County Commission Goals/Department Response

The County Commission established a set of overarching goals for the county government. Listed below are the County Commission's goals, followed by the methods by which the Clerk & Recorder Records department is striving to fulfill those goals.

##### Exceptional Customer Service

- Knowledgeable, friendly, helpful staff.
- Accessibility of land information.

##### Be Model for Excellence in Government

- Clear, consistent, accurate, accessible records using the best technology available.
- Accurately account for all revenue.

##### Improve Communications

- Internal Department communication.
- Communication with the public.
- Meet statutory requirements related to the recording of documents.
- Prepare long-term growth plan for the department.

##### To be the Employer of Choice

- Staff has training opportunities available to them.

## Clerk &amp; Recorder – Records Preservation

## WORKLOAD INDICATORS/PERFORMANCE MEASURES

## Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Record preservation revenue collected	\$ 148,638	\$ 239,613	\$ 207,473	\$ 180,000
2 . Converted digital records to microfilm.	153,092	189,580	169,741	160,000
3 . Converted microfilm records to digital format.	143,716	50,215	100,704	100,000
4 . Rebind or repair old record books.	-	64	105	50

## Performance Measures

Measure	Actual FY 2005	Actual FY 2006	Actual FY 2007	Projected FY 2008
1 . Purchased all computers budgeted for on schedule.	4	7	4	5
2 . Loaded and proofed converted digital records	100%	100%	100%	100%
3 . Purchased Eagle CM document management system	N/A	N/A	100%	N/A
4 . Purchased Eagle Recorder document recording system	N/A	N/A	0%	100%

## Comments